



2023 Our Yellowknife Budget



Programs • Services • Capital Improvement Plan



Photo by: Tessa Macintosh



Photo by: Robert Berdan



CITY OF YELLOWKNIFE

COMMUNITY VISION

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

COUNCIL MISSION

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

COUNCIL VALUES

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

CITY COUNCIL



City Council, left to right:

Cat McGurk, Garrett Cochrane, Ben Hendriksen, Ryan Fequet, Mayor Rebecca Alty, Stacie Arden-Smith, Steve Payne, Robert Warburton, Tom McLennan

ADMINISTRATION

City Manager

Director of Corporate Services

Director of Economic Development & Strategy

Director of Public Works & Engineering

Director of Community Services

Director of Public Safety

Director of Planning & Development

Sheila Bassi-Kellett

Sharolynn Woodward

Kerry Thistle

Chris Greencorn

Grant White

Craig MacLean

Charlsey White

City Auditors

Crowe MacKay LLP

City Bankers

TD Canada Trust



Photo by: Kevin Klingbeil



CITY OF YELLOWKNIFE

PREPARED BY THE CITY OF YELLOWKNIFE

4807 52 Street

Yellowknife, NT X1A 2N4

Canada

(867) 920-5600 | www.yellowknife.ca

FOR MORE INFORMATION EMAIL:

budget@yellowknife.ca



TABLE OF CONTENTS

1.	BUDGET MESSAGE	1
2.	READER'S GUIDE	5
3.	BUDGET POLICY	9
4.	COUNCIL'S GOALS & OBJECTIVES	13
5.	BUDGET SUMMARY	15
6.	STAFFING SUMMARY	19
7.	GENERAL FUND	21
	a) Mayor & Council.....	25
	b) Administration.....	31
	c) Fiscal Services	37
	d) Corporate Services	39
	e) Economic Development & Strategy	49
	f) Community Services	51
	g) Public Safety	67
	h) Planning & Development	75
	i) Public Works & Engineering	81
8.	SOLID WASTE MANAGEMENT FUND	89
9.	WATER & SEWER FUND	91
10.	LAND DEVELOPMENT FUND	93
11.	SERVICE CONNECTION FAILURE ASSISTANCE FUND	95
12.	CAPITAL FUND	97
	a) 2023 Capital Projects.....	101
	b) 2024 Capital Projects.....	171
	c) 2025 Capital Projects.....	173
13.	RESERVE FUND	175
14.	LONG-TERM DEBT	177
15.	TEN-YEAR CAPITAL PLAN	181

The City of Yellowknife – Working for You!

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

Emerging from COVID-19

Since the world was plunged into the paralyzing and unpredictable reality of COVID in early 2020, we have all worked to respond prudently and rationally. At the City, public safety, staff safety and the stability and continuity of core and essential services for Yellowknifers remained our ongoing priority throughout the pandemic. Delivering programs and services within the parameters set by the Government of the Northwest Territories' Office of the Chief Public Health Officer was at times a challenge, but City staff rose to the occasion with their usual professional approach and commitment to good service. COVID-19 brought added uncertainty around revenues and expenditures since March 2020 which required a cautious and deliberate approach to fiscal planning; it also heightened awareness of the financial challenges facing many residents and businesses.

As lock down provisions lifted in April 2022, and we began to return to normal – our “new normal” – the City's focus became the long term future outlook. Reverberations from the pandemic, including the ‘great resignation’ and supply chain issues continue to impact the ways that the City does business. As well, focusing on the needs of our

community, post COVID – economically, environmentally, financially, socially – drives the City's work for the year ahead, and into the future.

Revenue shortfalls the City faced throughout COVID were significant, particularly from fees and charges which typically form approximately one third of our incoming revenues. While we have maintained a conservative oversight of spending to acknowledge the impact on revenues, even retaining higher amounts in our reserves and funds than articulated in our Budget Policy, we move forward with a greater degree of certainty than in the past two years. Yellowknife's long term future may include some economic volatility so the prudence that guided our actions through COVID will serve us well in the years to come.

Council Sets the Direction

A new Council was elected in October 2022 and Council Members were sworn in on the same day in November that the draft 2023 Budget was presented for their review and ultimate approval. Recognising that Council would not have the opportunity to set out the vision and priorities for its' term of office until after Budget 2023 was approved, Administration has worked to prepare a budget that meets our legislative responsibilities and core and essential services and supports ongoing key priorities including land development, economic supports, staff capacity and the continuation of multi-year municipal infrastructure projects. As Council's vision is set, the annual budget cycle will integrate Council's direction with the core mandated responsibilities the City must deliver on.

A Balancing Act

At the best of times, the City's financial management and budgeting process is a delicate balancing act, and in the shadow of COVID it continues to be even more of a challenge. The final outcome of this balancing act is the Budget itself, which is one of Council's most important policy documents. This return to some sense of normalcy

BUDGET MESSAGE

adds another level of complexity to the City's financial and overall management. Demands and expectations are high amongst residents, businesses and stakeholders, and efforts to ramp back up to pre-COVID conditions can only be as good as our available resources, including the capacity of our labour force as well as that of contractors and consultants who are vital to the completion of City projects.

The City of Yellowknife's population growth has continued to be modest, but our infrastructure growth has not. New neighbourhoods, facilities, water and sewer infrastructure, roads and trails have been developed over the past decade, and they contribute positively to the fabric of life in Yellowknife. However, they also result in increased maintenance and replacement costs, which are also facing upwards pressure from older, aging assets.

There has also been continued growth in external pressures, including those from a regulatory perspective. For example:

- Renewal of our **water licence** has been a complex multi-year process required to demonstrate regulatory compliance when the City draws water from local water bodies and deposits waste and waste water into the environment. It has added ongoing significant workload to comply with the complex regulatory requirements.
- In addition, the City takes the **health and safety** of our staff and residents very seriously, and willingly implements the increasingly rigorous safe work practises; however, these add time and cost to many routine activities.
- **Accessibility** of our facilities is critical to ensure we are as inclusive as possible which means adjustments to our physical spaces as well as to our website and other public interactive platforms.
- The **Giant Mine Remediation** project promises to contribute to the City's economy and will benefit area residents in the long run, but for the foreseeable future, it will also consume considerable City resources as staff work to ensure that the

project's progress is consistent with the best interests of our citizens and businesses.

- In addition to regulatory requirements, there are also ongoing citizen concerns with **social issues**, particularly in the downtown core. While these are not within the City's municipal government mandate, their impact requires the City to collaborate on solutions.
- When completed in 2024, the **Aquatic Centre** will be a showpiece for Yellowknife and an asset to our residents. Supporting healthy lifestyles and family fun, the facility will require significant staff to operate in compliance with swimming pool safety standards and regulations.

Counterbalancing all these growth pressures is our recent trend of marginal development resulting in little increase to our assessment base and therefore limited increased tax revenues. The City is hopeful that, post COVID, development will be on the upswing as has been indicated by recent proposals. An increased assessment base means that minor cost increases within the City will typically not translate as a property tax increase. Macro-economic factors, including the sunset of many of the diamond mines in the coming years, will have an impact on the City and our revenue stream, as well as on the GDP of the Northwest Territories overall. It is incumbent on us to plan for and seek to stimulate strategies that support a diversified economy, in collaboration with other orders of government and stakeholders.

The challenge is amplified by the ongoing municipal funding gap. In 2014, the Government of the Northwest Territories identified and acknowledged that community governments were underfunded by a total of \$40 million annually – \$11 million of this earmarked for the City of Yellowknife. Inadequate core funding significantly reduces the City's ability to deliver services, and build and maintain infrastructure. The GNWT has worked to reduce this gap – with a small ongoing increase and one-time top ups during COVID – and for that we are grateful, but the ongoing underfunding impacts us every year. The City continues



to pressure the GNWT to consider its fiscal allocations to better support strong communities and a diversified economy, and to develop a plan in writing to close this funding gap.

Sustaining our Good Quality of Life

Yellowknife is a wonderful place to live and our vibrant community is rich with the diversity of peoples from across the region, NWT and around the world who make their home here. In the face of rising costs, the City actively seeks to find ways to manage the cost of municipal services while providing the levels of facilities, programs and services that residents value. Reliable, safe, and cost-effective provision of essential services remains the City's core priority. These responsibilities also encompass seeking more efficient ways to provide services, and proactively identifying new opportunities to improve how our community infrastructure is acquired and maintained, and deliver more of what citizens expect.

In the upcoming year, **Operational and Maintenance** investments in 2023 focus on essentials including:

- Preparation for the **Aquatic Centre**, currently under construction and expected to be complete by Fall 2024. This will bring an increase in both revenues and expenditures, which we continue to work towards refining.
- Funds to continue to advance the City's work on **Reconciliation**.
- A one-time investment to update the City's position **classification system** to support employee recruitment and retention.
- A one-time investment in the City's **recreational software** for program registration and facility bookings.

- **Staffing** to ensure essential services can continue to be met. City Administration is proposing modest position growth in 2023 to respond to increased service demand for core services.

Capital investments in 2023 will also be focused on key infrastructure projects, including:

- The **Aquatic Centre** construction is well underway with the foundation and initial steel framing imminent. Major construction will take place in 2023 with significant portion of the budgeted project costs coming this year.
- The **Submarine Water intake line** replacement was in the planning and design phase in 2022 and the City will be confirming design in 2023. Subsequently construction is expected to get underway in 2025. The City has been successful in securing \$25.8 million in federal funding towards the project – 75% of the total cost – and the City continues to seek external support for the remaining \$8.6 million of the anticipated cost.
- Our Fire Hall, which was built in 1989, requires a renovation and expansion to meet current and future service delivery requirements. The **Fire Hall expansion** has been a multi-year project, with design work being completed in 2022 and construction planned to begin in 2023.
- **Water Licence compliance** projects continue to drive our capital expenditures with required upgrades to our waste and sewage infrastructure. Lagoon desludging and solid waste leachate treatment require investments to meet our regulatory requirements.
- Solid waste management is complex within our regulatory environment and development of a **new landfill cell** must begin with design in 2023.

BUDGET MESSAGE

- **Ongoing annual operational needs** – Paving, water and sewer infrastructure replacement, fleet management, and IT Infrastructure renewal all require ongoing investment to enable service delivery across Yellowknife.
- Ongoing investment in the enhanced **accessibility** of City facilities, resources, programs and services is critical for us to be as inclusive and welcoming as possible to all residents.
- Continued investments in the **Community Energy Plan** initiatives, including district energy implementation, and ongoing allocations to support the work of the Sustainability Coordinator.
- **Land Development** and advancing the **transfer of vacant Commissioners Land** within the municipal boundary are key for the development goals of the City and require resources for surveying.

Planning for the Future

Budgets are typically Council's most important annual policy document. Recognising that Council will be setting its' priorities subsequent to approving Budget 2023, Administration has proposed a Budget that stays the course on initiatives underway while continuing to ensure that core and essential services are delivered in a reliable, cost-effective manner. Once confirmed, Council's direction will be woven into the budget process. While we are putting COVID behind us, new challenges and opportunities will require an ongoing prudent approach to fiscal management. We are in this together, and we commit to building a sustainable community for all Yellowknifers, now and into the future.



Introduction

A Budget is Council's most important policy document. It reflects plans designed to achieve Council's strategic objectives, while at the same time ensuring that the services are delivered in a reliable and cost-effective manner.

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

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

Budget Concepts

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

Funds

Many of the City's revenues are collected or obtained for specific purposes, and expenditures must be matched to those purposes.

The City uses groups of accounts called funds to achieve this. These funds are currently in use:

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

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

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

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

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

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

READER'S GUIDE

Reserves

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

The City currently maintains the following reserves:

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

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

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

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

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

Samuel Colley Donation Reserve: The Samuel Colley Donation Reserve was established in 2003 by a donation from the estate of Samuel Colley, and is used for the purpose of improving the environment and the resources of the Yellowknife Public Library.

Revitalization Initiative Reserve: The Revitalization Initiative Reserve was established by Council in 2016 to fund land assembly in support of revitalization initiatives within the Downtown, Old Town, Old Airport Road, and Kam Lake areas by transferring 30% of land sales into the fund. In 2018 Council discontinued the transfers. In September 2022, Council directed Administration to transfer \$2.275 million from this Reserve to the Land Development Fund to cover the land value of Lots 8, 9 and 10, Block 31, Plan 65 and Lot 34, Block 30. Administration was also directed to transfer \$141,000 from this Reserve to the Downtown Development Reserve to support the development initiatives. It is anticipated this Reserve will have no balance and will be closed once these sales transactions are completed.

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



Tangible Capital Assets

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

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

Financial Statements

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

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

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

Organizational Structure

Yellowknife City Council is made up of one Mayor and eight Councilors who collectively represent the municipality at large. The City Manager is the link between Council and staff, where Council is responsible for governance and staff are responsible for operations. Mayor and Council are elected for four year terms. At the beginning of the term they adopt goals and objectives to create a framework for their decision making.

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

Definitions

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

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

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

READER'S GUIDE

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

Canada Community-Building Fund: A federal program, administered through the GNWT, which provides a partial rebate on gasoline taxes to communities for environmentally friendly programs

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

Consumer Price Index (CPI): A statistical description of price levels provided by Statistics Canada and used as a measure of the increase in the cost of living (i.e. economic inflation)

Debt Service: Money paid to reduce a financial obligation entered into by the City

Deficit: When expenses (money out) are greater than revenue (money in) over the budgeted period

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

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

Fiscal Year: The 12 months which the year's budget covers. In the City's case, the *Cities, Towns and Villages Act* stipulates that this is the calendar year (January 1 to December 31)

Formula Funding: Money transferred to the City by the territorial government, according to a specific formula

Full-time Equivalent Position (FTE): A part-time position expressed as the equivalent of a full-time position. For example, a

casual Administrative Assistant who works three weeks full-time during a year would be equivalent to 0.06 of a fulltime position

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

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

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

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

Levy: Property tax revenues that support government activities

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

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

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



Purpose

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

Policy

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

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

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

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

II. Balancing the Budget

The budget shall be balanced except when reasonably unforeseeable circumstances occur. Examples of unforeseeable circumstances include sudden and severe fluctuations in revenue, major emergency expenditures, and significant changes in the value of assets.

The budget shall be considered balanced if:

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

The budget shall disclose whether the budget is balanced. If the budget is not balanced, the budget shall disclose the reasons for not balancing the budget.

The budget shall show the change in balance of each fund.

III. Stabilization Funds

Council shall establish and maintain fund balances as follows:

1. General Fund – no less than 10% and no more than 15% of budgeted expenditures;
2. Solid Waste Management Fund – no less than 5% of budgeted expenditures;

BUDGET POLICY

3. Water & Sewer Fund – no less than 5% of budgeted expenditures;
4. Land Development Fund – amount sufficient to fund future land development;
5. Service Connection Failure Assistance Fund – no less than Nil;
6. Capital Fund – amount sufficient to fund expenditures according to the Asset Management Plan; and
7. Reserve Fund – amount sufficient to fund expenditures according to the Long-Term Financial Plan and the Asset Management Plan.

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

IV. Asset Management

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

V. Revenues

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

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

One-time revenues should not be used for ongoing expenditures. One-time revenues may be used only to increase fund balances, decrease debt, or for non-recurring expenditures such as capital acquisitions and one-time projects. One-time revenues shall be noted in the budget.

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

VI. Debt Management

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

The maximum term of any debt, except debt for land development, shall be the useful life of the asset, to a maximum of 25 years. The maximum term for debt for land development shall be 15 years.



Debt limits shall be as follows:

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

VII. Debt Level and Capacity

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

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

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

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

VIII. Administration Fees

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

IX. Policy Compliance

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

THIS PAGE IS LEFT BLANK INTENTIONALLY



COUNCIL'S GOALS & OBJECTIVES

Following the 2022 Municipal Election, the new Council was sworn in on November 7, 2022. This happened to be the same day that Council Members received the draft Budget 2023 for review.

Recognizing that Council would not have the opportunity to set its' vision and priorities for its term of office until after Budget 2023 was approved, the previous Council's goals and objectives are included here in the interim.



CITY OF YELLOWKNIFE

COUNCIL'S GOALS & OBJECTIVES 2019 - 2022

VISION

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

MISSION

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

VALUES

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

GOAL # 1	Objective 1.1	Objective 1.2	Objective 1.3
Growing and diversifying our economy	Foster a robust and diversified tourism sector <ul style="list-style-type: none"> • Implement a governance structure for the DMO and visitors services that will be effective in attracting, serving and maximizing the economic benefits of tourists 	Maximize benefits from an expanded post-secondary institution <ul style="list-style-type: none"> • Continue to advocate for an expanded post-secondary institution in Yellowknife • Work with partners to maximize the community and economic development benefits from an expanded post-secondary institution in Yellowknife 	Refresh and implement a Yellowknife economic development strategy <ul style="list-style-type: none"> • Work with local residents, businesses, and community organizations to refresh and action an economic development strategy for the City

GOAL # 2	Objective 2.1	Objective 2.2	Objective 2.3
Delivering efficient and accountable government	Enhance long-term financial and asset management planning <ul style="list-style-type: none"> • Develop a long-term financial plan to ensure the fiscal sustainability and affordability of the City • Develop and resource an asset management plan to guide long-term decision-making 	Integrate a culture of continuous improvement into corporate culture <ul style="list-style-type: none"> • Invest in professional development for staff and Council • Implement a manageable and staged process for the regular review of City policies, processes, long-term plans and programs on a set cycle to ensure relevance and drive continuous improvement • Develop and implement a plan for City staff retention and succession to manage program and operations impacts 	Confirm clear service level standards for key City programs and services <ul style="list-style-type: none"> • Establish, monitor, and report service level standards for the City's high demand and/or resource intensive programs and services to support performance management and longer-term resource allocation decisions

GOAL # 3	Objective 3.1	Objective 3.2	Objective 3.3	Objective 3.4
Ensuring a high quality of life for all, including future generations	Prioritize adaption to, and mitigation of, climate change <ul style="list-style-type: none"> • Review and prioritize efforts that the City can implement to mitigate and adapt to climate change, including applying a climate change lens when evaluating City initiatives and activities and continuing to implement relevant plans 	Redefine Public Transit <ul style="list-style-type: none"> • Strengthen the service model to respond to user needs, and to attract new users to the system 	Work with partners to address pressing social issues <ul style="list-style-type: none"> • Work with partners to address public disturbances • Focus on bringing partners and funding to support the implementation of the City's 10-year plan to end homelessness 	Develop a City of Yellowknife Arts and Culture Master Plan <ul style="list-style-type: none"> • The City will engage the community in developing an Arts and Culture Master Plan to guide long-term decision making and investment in arts and culture

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

COUNCIL'S GOALS & OBJECTIVES

THIS PAGE LEFT BLANK INTENTIONALLY



BUDGET SUMMARY

Summary -All Funds	2021 Budget (\$000's)	2021 Actuals (\$000's)	2022 Budget (\$000's)	2022 Forecast (\$000's)	2023 Budget (\$000's)	2024 Budget (\$000's)	2025 Budget (\$000's)	Note
Revenue								
Taxation	32,196	32,234	34,067	34,080	35,735	39,788	42,977	
Government Grants	22,606	18,661	32,334	34,099	45,041	32,221	36,278	
User Charges	24,135	26,972	25,943	26,086	27,299	27,910	28,234	
Land Sales	2,492	3,118	3,421	1,376	1,958	1,173	333	
Investment Income	630	646	680	1,205	1,180	680	680	
Total Revenue	82,059	81,631	96,445	96,846	111,213	101,772	108,502	
Expenditures								
General Government	13,521	12,880	14,591	15,094	15,545	15,815	16,222	
Community Services	11,179	9,895	11,577	11,643	12,210	13,757	15,356	
Public Safety	8,754	8,465	9,659	9,575	10,136	10,885	11,085	
Planning & Development	1,770	1,582	1,825	1,586	2,024	2,184	2,246	
Public Works & Engineering	8,297	7,638	8,524	8,943	9,078	9,214	9,375	
Solid Waste Management Fund	2,989	(931)	3,606	3,708	4,437	4,530	4,626	
Water & Sewer Fund	8,034	7,398	8,483	8,429	9,106	8,988	9,126	
Service Connection Failure Assistance Fund	933	1,203	938	938	927	919	910	
Land Development Fund	892	1,362	1,900	2,634	789	626	80	
Capital Expenditures	15,501	12,890	42,187	43,711	67,885	38,614	39,304	
Amortization	15,558	14,801	15,409	15,409	15,221	15,538	17,951	
Carryforward Projects	3,503	-	3,602	-	4,390	-	-	
Total Expenditures	90,931	77,183	122,301	121,670	151,748	121,070	126,281	
Net Revenue (Expenditures)	(8,872)	4,447	(25,856)	(24,824)	(40,535)	(19,298)	(17,779)	
Debenture Proceeds	-	-	10,001	10,001	-	-	-	
Debenture Interest	(409)	(410)	(503)	(503)	(694)	(616)	(538)	
Debt Principal Repayments	(1,711)	(1,711)	(1,976)	(1,976)	(2,253)	(2,280)	(2,359)	
Debenture Total	(2,120)	(2,121)	7,522	7,522	(2,947)	(2,896)	(2,897)	
Change in Fund Balance								
Before Reallocation of Expenses Related to Investment in Tangible Capital Assets	(10,992)	2,326	(18,334)	(17,302)	(43,482)	(22,194)	(20,676)	
Reallocation of Expenses Related to Investment in Tangible Capital Assets	15,558	14,835	15,409	15,409	15,221	15,538	17,951	
Change in Fund Balance	4,566	17,161	(2,925)	(1,893)	(28,261)	(6,656)	(2,725)	
Opening Balance	35,470	47,512	49,978	64,673	62,780	34,519	27,863	
Closing Balance	40,036	64,673	47,053	62,780	34,519	27,863	25,138	

BUDGET SUMMARY

Summary Budget by Object	2021 Budget (\$000's)	2021 Actuals (000's)	2022 Budget (\$000's)	2022 Forecast (\$000's)	2023 Budget (\$000's)	2024 Budget (\$000's)	2025 Budget (\$000's)	Note
Expenditures (by Object)								
Operations & Maintenance	24,207	18,340	26,044	27,573	28,242	28,883	30,127	
Capital	15,501	12,890	42,187	43,711	67,885	38,614	39,304	
Carryforward Projects	3,503	-	3,602	-	4,390	-	-	
Grants	751	712	766	756	896	979	1,015	
Interest on Long-term Debt	409	410	503	503	694	616	538	
Wages & Benefits	30,239	29,270	32,143	31,337	34,115	36,220	37,594	
Land	892	1,362	1,900	2,634	789	626	80	
Valuation Allowance	280	87	250	250	210	210	210	
Amortization	15,558	14,522	15,409	15,409	15,221	15,538	17,951	
Total Expenditures	91,340	77,593	122,804	122,173	152,442	121,686	126,819	



BUDGET SUMMARY

Summary -Fund Balances	2021	2021	2022	2022	2023	2024	2025	
	Budget	Actuals	Budget	Forecast	Budget	Budget	Budget	Note
	(\$000's)	(\$000s)	(\$000's)	(\$000's)	(\$000's)	(\$000's)	(\$000's)	
Operating Fund Balances								
General Fund	7,636	10,741	11,358	9,547	8,049	7,049	7,048	
Land Development Fund	9,600	10,342	7,153	10,853	11,062	9,538	8,709	
Solid Waste Management Fund	(12,583)	(8,102)	(13,017)	(8,373)	(8,801)	(8,832)	(8,847)	
Water & Sewer Fund	1,802	3,571	3,702	4,150	4,072	4,099	3,976	
Service Connect Failure Assistance Fund	1,610	1,556	1,989	1,556	1,556	1,556	1,556	
Total Operating Fund Balances	8,065	18,108	11,185	17,733	15,938	13,410	12,442	
Capital Fund Balance								
Capital Fund	25,589	35,103	29,201	37,557	15,913	8,326	5,629	
Carryforward Projects	(3,503)	-	(3,602)	-	(4,390)	-	-	
Total Capital Fund Balance	22,086	35,103	25,599	37,557	11,523	8,326	5,629	
Reserve Fund Balances								
Downtown Development Reserve	827	928	797	995	908	771	634	
Information Technology Reserve	1,310	1,977	1,541	1,573	1,541	1,641	1,846	
Mobile Equipment Replacement Reserve	1,409	2,275	1,619	3,475	3,824	2,841	3,625	
Major Community Facility Reserve	3,307	3,220	3,329	851	187	274	361	
Heritage Reserve	84	141	138	141	141	141	141	
Samuel Colley Library Donation Reserve	427	429	429	431	433	434	435	
Revitalization Initiative Reserve	2,416	2,416	2,416	-	-	-	-	
Community Grant Reserve	105	77	-	25	25	25	25	
Total Reserve Fund Balances	9,885	11,463	10,269	7,491	7,059	6,127	7,067	
Total Fund Balances	40,036	64,673	47,053	62,780	34,519	27,863	25,138	

BUDGET SUMMARY

Schedule of Grants & Donations	2021 Budget (\$000's)	2021 Actuals (\$000's)	2022 Budget (\$000's)	2022 Forecast (\$000's)	2023 Budget (\$000's)	2024 Budget (\$000's)	2025 Budget (\$000's)	Note
Government of Canada Grants								
Canada Community -Building Fund	6,351	5,463	6,140	5,989	19,471	5,717	5,717	
Canada Day Celebration (Canada Heritage)	25	55	25	128	25	25	25	
Destination Marketing Organization (CanNor)	-	100	-	-	-	-	-	
Disaster Mitigation & Adaption Fund	750	74	750	750	750	6,750	15,848	
Small Communities Fund	-	622	10,525	11,964	-	-	-	
Other Government of Canada Grants	100	216	100	100	100	100	100	
Total Federal Grants	7,226	6,530	17,540	18,931	20,346	12,592	21,690	
Government of Northwest Territories (GNWT) Grants								
Asset Retirement Obligations	-	-	-	40	-	-	-	
Community Public Infrastructure Funding	3,718	2,140	2,159	1,965	7,775	3,718	3,718	
COVID Safe Restart Funding	1,560	732	-	-	-	-	-	
Economic Development	50	377	50	809	163	50	50	
Ground Ambulance & Highway Rescue	37	74	37	37	37	37	37	
Investing In Canada Infrastructure Program	1,350	118	3,964	3,256	8,104	7,208	2,168	
Library Grant	105	108	110	110	110	110	110	
MACA Formula Funding	7,829	7,828	7,828	7,860	7,860	7,860	7,860	
Property Assessment	125	137	125	125	125	125	125	
Street Outreach (funding provided by Federal & Territorial Governments)	130	162	1	25	1	1	1	
Sports & Recreation Grant	80	9	80	160	80	80	80	
Water & Sewer Services	386	434	429	429	429	429	429	
Total GWNT Grants	15,370	12,119	14,783	14,816	24,684	19,618	14,578	
Other Contributions & Donations	10	12	11	352	11	11	10	
Total Grants & Donations	22,606	18,661	32,334	34,099	45,041	32,221	36,278	

The City of Yellowknife, by agreement with the Government of Canada, is the Community Entity that receives funding from the Government of Canada's Reaching Home Canada's Homelessness Strategy on behalf of the Yellowknife Community Advisory Board on Homelessness (CAB), as CAB members work toward realizing its Community Plan (Plan) on Homelessness. The grant total does not include Reaching Home's funding as Reaching Home has its own budget and audited Schedule of Revenues and Expenditures for submission to the Government of Canada. From April 1, 2021 to March 31, 2022, the City received \$1,206,770 from the Government of Canada which was used to fund sheltering agencies and other related expenses. In addition, the City also received \$1,209,284 one-time funding to support the Reaching Home initiatives.



STAFFING SUMMARY

Staffing by Department: (FTE)	2021 Budget	2021 Actual	2022 Budget	2022 Forecast	2023 Budget	2024 Budget	2025 Budget	Note
General Government								
City Administration	13.00	13.00	13.00	13.00	14.00	14.00	14.00	
Corporate Services	30.41	30.41	31.41	31.41	31.41	31.41	31.41	
Economic Development & Strategy	5.00	5.00	6.00	6.00	6.00	6.00	6.00	
Community Services	65.21	65.21	63.32	63.32	64.35	76.39	77.55	
Public Safety	56.50	56.50	61.00	61.00	60.00	62.00	62.00	
Planning & Development	11.00	11.00	12.00	12.00	12.00	12.00	12.00	
Public Works & Engineering	58.04	58.04	60.48	60.48	62.88	62.88	62.88	
	239.16	239.16	247.21	247.21	250.64	264.68	265.84	
Permanent	213.54	213.54	223.04	223.04	226.04	239.04	239.04	
Part-time/Casual/Term	25.62	25.62	24.17	24.17	24.60	25.64	26.80	
	239.16	239.16	247.21	247.21	250.64	264.68	265.84	
Net change in FTE positions		0.00	8.05	8.05	3.43	14.04	1.16	

STAFFING SUMMARY

THIS PAGE LEFT BLANK INTENTIONALLY



GENERAL FUND

General Fund	2021	2021	2022	2022	2023	2024	2025	
	Budget	Actuals	Budget	Forecast	Budget	Budget	Budget	Note
	(\$000's)							
Revenue								
Taxation	32,196	32,234	34,067	34,080	35,735	39,788	42,977	
Taxes Allocated to Capital	(269)	(7,632)	(1,000)	(1,000)	(720)	(1,000)	(1,000)	
Government Grants	2,142	1,877	459	1,340	572	459	458	
User Charges	7,182	9,094	8,116	8,198	8,776	8,876	9,066	
Investment Income	450	445	500	1,025	1,000	500	500	
Total Revenue	41,701	36,018	42,142	43,643	45,363	48,623	52,001	
Expenditures (By Department)								
General Government	13,521	12,880	14,591	15,094	15,545	15,815	16,222	
Community Services	11,179	9,895	11,577	11,643	12,210	13,757	15,356	
Public Safety	8,754	8,465	9,659	9,575	10,136	10,885	11,085	
Planning & Development	1,770	1,582	1,825	1,586	2,024	2,184	2,246	
Public Works & Engineering	8,297	7,638	8,524	8,943	9,078	9,214	9,375	
Amortization	8,257	7,685	7,856	7,856	7,338	7,523	9,663	
Total Expenditures	51,778	48,145	54,032	54,697	56,331	59,378	63,947	
Net Revenue (Expenditures)	(10,077)	(12,127)	(11,890)	(11,054)	(10,968)	(10,755)	(11,946)	
Interfund Transfers								
(To) From Water & Sewer Fund	1,145	1,145	1,174	1,174	1,200	1,230	1,261	
(To) From Solid Waste Management Fund	349	349	358	358	394	402	410	
(To) From Land Development Fund	379	379	389	389	540	551	562	
(To) From Reserve	(50)	(223)	114	83	(2)	49	49	
Total Interfund Transfers	1,823	1,650	2,035	2,004	2,132	2,232	2,282	
Change in Fund Balance								
Before Reallocation of Expenses Related to Investment in Tangible Capital Assets	(8,254)	(10,477)	(9,855)	(9,050)	(8,836)	(8,523)	(9,664)	
Reallocation of Expenses Related to Investment in Tangible Capital Assets	8,257	7,964	7,856	7,856	7,338	7,523	9,663	
Change in Fund Balance	3	(2,513)	(1,999)	(1,194)	(1,498)	(1,000)	(1)	
Opening Balance	7,633	13,253	13,357	10,740	9,546	8,048	7,048	
Closing Balance	7,636	10,740	11,358	9,546	8,048	7,048	7,047	

GENERAL FUND

General Fund - Expenditures by Division & Object	2021 Budget (\$000's)	2021 Actuals (\$000's)	2022 Budget (\$000's)	2022 Forecast (\$000's)	2023 Budget (\$000's)	2024 Budget (\$000's)	2025 Budget (\$000's)	Note
Expenditures (By Division)								
General Government								
Fiscal Services	454	734	499	500	485	535	596	
Mayor & Council	1,416	1,259	1,405	1,361	1,502	1,547	1,595	
City Administration	3,213	2,900	3,743	3,717	4,178	4,189	4,259	
Corporate Services	7,130	6,645	7,492	7,232	7,675	7,890	8,072	
Economic Development & Strategy	1,308	1,342	1,452	2,284	1,705	1,654	1,700	
Total General Government	13,521	12,880	14,591	15,094	15,545	15,815	16,222	
Community Services								
Directorate	1,404	1,174	1,435	1,511	1,599	1,752	1,791	
Arenas	2,596	2,226	2,698	2,597	2,832	2,893	2,961	
Library	1,350	1,271	1,435	1,431	1,465	1,492	1,519	
Parks	1,459	1,483	1,457	1,471	1,563	1,577	1,608	
Recreation	861	693	879	971	912	932	948	
Pool	1,892	1,626	1,983	2,020	2,032	3,284	4,662	
Curling Club	147	81	151	123	164	169	171	
City Hall	665	612	723	719	789	801	817	
Wildcat Cafe	25	15	26	26	41	25	26	
Fieldhouse	780	714	790	774	813	832	853	
Total Community Services	11,179	9,895	11,577	11,643	12,210	13,757	15,356	
Public Safety								
Directorate	689	421	548	548	588	612	636	
Fire	6,617	6,774	7,597	7,525	8,035	8,708	8,830	
Municipal Enforcement	1,448	1,270	1,514	1,502	1,513	1,565	1,619	
Total Public Safety	8,754	8,465	9,659	9,575	10,136	10,885	11,085	
Planning & Development								
Directorate	673	512	584	517	626	650	668	
Planning & Lands	716	674	827	694	988	1,123	1,152	
Building Services	381	396	414	375	410	411	426	
Total Planning & Development	1,770	1,582	1,825	1,586	2,024	2,184	2,246	



GENERAL FUND

General Fund -Expenditures by Division & Object	2021 Budget (\$000's)	2021 Actuals (\$000's)	2022 Budget (\$000's)	2022 Forecast (\$000's)	2023 Budget (\$000's)	2024 Budget (\$000's)	2025 Budget (\$000's)	Note
Public Works & Engineering								
Directorate	898	827	951	958	982	1,003	1,021	
City Garage	822	896	842	930	994	1,029	1,020	
Public Transit	2,380	2,119	2,621	2,927	2,974	3,022	3,079	
Roads & Sidewalks	4,197	3,796	4,110	4,128	4,128	4,160	4,255	
Total Public Works & Engineering	8,297	7,638	8,524	8,943	9,078	9,214	9,375	
Total Expenditures	43,521	40,460	46,176	46,841	48,993	51,855	54,284	
Details of All O&M								
Wages & Benefits	26,251	25,360	27,855	27,153	29,396	31,367	32,628	
General Services	7,245	6,295	7,927	9,434	8,724	8,797	8,940	
Materials	2,728	2,101	2,921	2,823	2,843	3,046	3,256	
Maintenance	1,840	1,440	1,898	1,940	1,969	2,119	2,197	
Utility -Fuel	688	516	728	686	1,001	1,144	1,437	
Utility -Power	2,247	2,053	2,298	2,184	2,389	2,578	2,881	
Vehicle O&M	672	648	714	750	664	645	651	
Others (Insurance, grants & bad debts)	1,850	2,047	1,835	1,871	2,007	2,159	2,294	
Amortization	8,257	7,685	7,856	7,856	7,338	7,523	9,663	
Total Details of O&M	51,778	48,145	54,032	54,697	56,331	59,378	63,947	

GENERAL FUND

THIS PAGE LEFT BLANK INTENTIONALLY



GENERAL FUND – Mayor & Council

Mayor & Council Budget	2021	2021	2022	2022	2023	2024	2025	
	Budget	Actuals	Budget	Forecast	Budget	Budget	Budget	Note
	(\$000's)							
Revenue								
User Charges	-	1	-	1	-	-	-	(1)
Total Revenue	-	1	-	1	-	-	-	
Expenditures (by Activity)								
Community Assistance	710	627	702	680	750	773	798	
Public Inquiry & Communication	214	189	211	205	227	233	240	
Strategic Planning	141	125	140	136	148	154	160	
Legislation & Governance	351	318	352	340	377	387	397	
Total Expenditures (By Activity)	1,416	1,259	1,405	1,361	1,502	1,547	1,595	
Net Revenue (Expenditures)	(1,416)	(1,258)	(1,405)	(1,360)	(1,502)	(1,547)	(1,595)	
Expenditures (By Object)								
Wages & Benefits	470	444	475	475	484	492	500	
General Services	108	46	63	60	124	126	128	(2)
Materials	87	57	101	70	98	100	102	(3)
Others	751	712	766	756	796	829	865	(4)
Total Expenditures (By Object)	1,416	1,259	1,405	1,361	1,502	1,547	1,595	

Note:

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

GENERAL FUND – Mayor & Council

Grants Budget	2021 Budget (\$000's)	2021 Actuals (\$000's)	2022 Budget (\$000's)	2022 Forecast (\$000's)	2023 Budget (\$000's)	2024 Budget (\$000's)	2025 Budget (\$000's)	Note
Senior Citizens/Disabled Tax Rebate	281	269	298	298	328	361	397	
Multi-Year Funding	336	320	297	289	319	319	319	(1), (2)
Sponsorship Grants	50	39	78	77	50	50	50	(2)
Community Services Grants	84	84	93	92	99	99	99	(2)
Total Grants	751	712	766	756	796	829	865	

Note:

- (1) The 2022 Budget is partially funded by a transfer of \$75,000 from the Community Grant Reserve.
- (2) Any unused grants will be transferred to the Community Grant Reserve for use in future years.



GENERAL FUND – Mayor & Council

Multi-Year Funding	2021 Budget (\$)	2021 Actuals (\$)	2022 Budget (\$)	2022 Forecast (\$)	2023 Budget (\$)	2024 Budget (\$)	2025 Budget (\$)	Note
Association Franco-Culturelle de YK	-	-	8,000	8,000	8,000	8,000	-	
Aurora Fiddlers Society	6,000	6,000	-	-	-	-	-	
Canadian Championship Dog Derby	15,000	-	15,000	30,000	15,000	-	-	
Ecology North	16,000	16,000	-	-	-	-	-	
Folk on the Rocks	16,000	16,500	25,000	25,000	-	-	-	
Food Rescue	17,600	16,000	15,000	15,000	-	-	-	
Northern Arts & Cultural Centre	48,000	48,000	40,000	40,000	45,000	40,000	-	
North Slave Metis Alliance	11,000	11,000	10,000	10,000	-	-	-	
NWT Council For Persons With Disabilities	19,000	19,000	18,000	18,000	18,000	18,000	-	
NWT SPCA	11,000	11,000	10,000	10,000	-	-	-	
Rainbow Coalition of Yellowknife	9,000	9,000	-	-	-	-	-	
Snowking's Winter Festival	21,000	21,000	30,000	30,000	40,000	30,000	-	
Western Arctic Moving Pictures	9,000	9,000	10,000	10,000	10,000	10,000	-	
Yellowknife Community of Dance	7,000	7,000	6,000	6,000	-	-	-	
Yellowknife Farmers Market	30,000	30,000	30,000	30,000	30,000	-	-	
Yellowknife Gymnastics Club	9,000	9,000	8,000	8,000	-	-	-	
Yellowknife Playgroup Association	6,000	6,000	8,500	8,500	8,500	8,500	-	
Yellowknife Seniors Society	48,000	48,000	-	-	-	-	-	
Yellowknife Ski Club	21,000	21,000	25,000	25,000	25,000	25,000	-	
YWCA NWT	16,000	16,000	15,000	15,000	-	-	-	
Additional Grants	-	-	23,229	-	119,100	179,100	318,600	
Total Multi-Year Funding	335,600	319,500	296,729	288,500	318,600	318,600	318,600	

GENERAL FUND – Mayor & Council

Sponsorship Grants	2021 Budget (\$)	2021 Actuals (\$)	2022 Budget (\$)	2022 Forecast (\$)	2023 Budget (\$)	2024 Budget (\$)	2025 Budget (\$)	Note
Association Franco-Culturelle de YK	5,000	5,000	-	-	-	-	-	
Far North Photo Festival	-	-	8,000	8,000	-	-	-	
Midnight Sun Fly-in Association	5,000	5,000	-	-	-	-	-	
Music Teachers' Association of the NWT	5,000	5,000	5,000	5,000	-	-	-	
MakeWay Charitable Society - Dene Nahjo	10,000	2,500	-	-	-	-	-	
North Words Writers Festival Society	10,000	10,000	15,000	15,000	-	-	-	
NWT Hockey/ YK Minor Hockey	-	-	10,000	10,000	-	-	-	
NWT Judo Association	5,000	1,250	5,000	3,750	-	-	-	
Old Town Community Association	10,000	10,000	15,000	15,000	-	-	-	
Yellowknife International Airshow Society	-	-	20,000	20,000	-	-	-	
Additional Grants	-	-	-	-	50,000	50,000	50,000	
Total Sponsorship	50,000	38,750	78,000	76,750	50,000	50,000	50,000	



GENERAL FUND – Mayor & Council

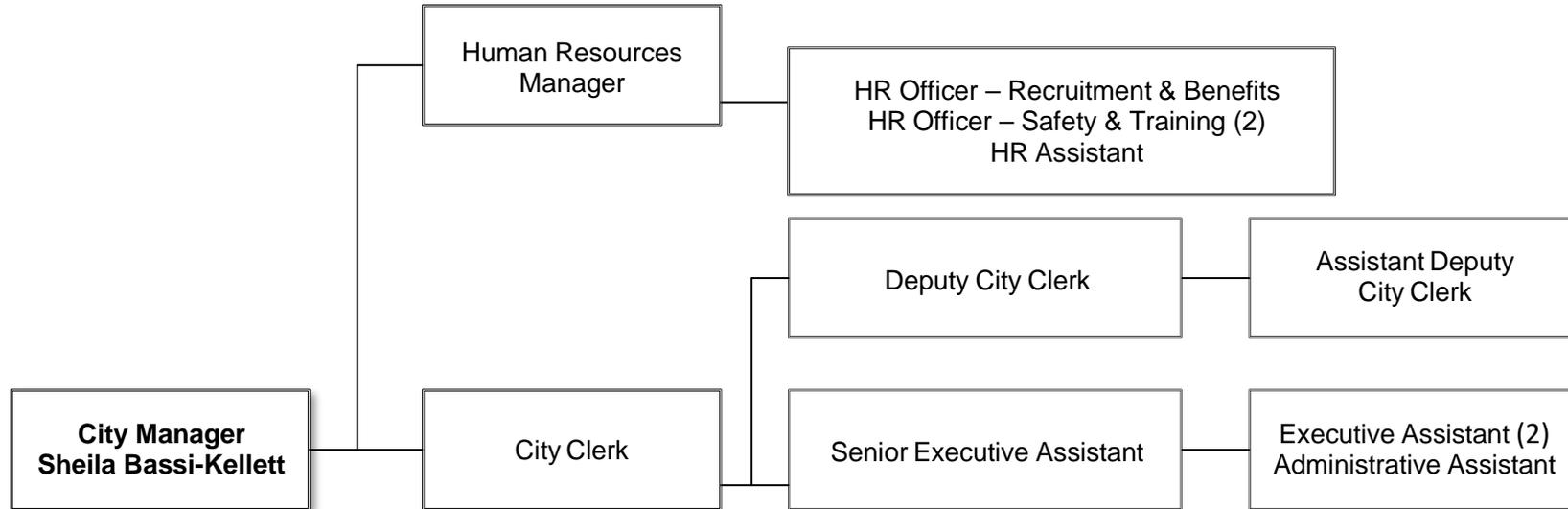
Community Service Grants	2021 Budget (\$)	2021 Actuals (\$)	2022 Budget (\$)	2022 Forecast (\$)	2023 Budget (\$)	2024 Budget (\$)	2025 Budget (\$)	Note
Aurora Fiddle Society	-	-	5,000	5,000	-	-	-	
Breastfeeding Support Group	-	(1,000)	-	-	-	-	-	
Ecology North	-	-	10,000	10,000	-	-	-	
Foster Family Coalition of NWT	10,000	10,000	-	-	-	-	-	
Great Slave Sailing Club	10,000	10,000	-	-	-	-	-	
Inclusion NWT	8,000	8,000	8,000	8,000	-	-	-	
NWT Literacy Council	10,000	10,000	6,010	6,010	-	-	-	
NWT Tennis	3,000	3,000	3,000	3,000	-	-	-	
NWT/NU Crime Stoppers Association	1,500	1,500	-	-	-	-	-	
Ptarmigan Ptheatrics	-	-	10,000	10,000	-	-	-	
Ptarmicon Society	-	-	5,500	5,500	-	-	-	
Ragged Riders Snowsports Society	10,000	10,000	9,000	9,000	-	-	-	
Rainbow Coalition	-	-	10,000	10,000	-	-	-	
Somba K'e Paddling Club	5,325	5,325	5,325	5,325	-	-	-	
Special Olympics NWT	5,000	5,000	-	-	-	-	-	
The Northern Birthwork Collective	3,000	3,000	-	-	-	-	-	
Yellowknife Choral Society	-	-	2,700	1,893	-	-	-	
Yellowknife Guild of Arts and Crafts	8,000	8,000	8,000	8,000	-	-	-	
Yellowknife Historical Society	10,000	10,000	-	-	-	-	-	
Yellowknife Life Action Role Play	-	-	737	737	-	-	-	
Yellowknife Senior Society	-	-	10,000	10,000	-	-	-	
Yellowknife Ultimate Club	-	1,350	-	-	-	-	-	
Additional Grants	-	-	-	-	99,400	99,400	99,400	
Total Community Services	83,825	84,175	93,272	92,465	99,400	99,400	99,400	

THIS PAGE IS LEFT BLANK INTENTIONALLY



GENERAL FUND – Administration

Department Staffing



Staffing Summary

Staffing Summary	2021 Budget	2021 Actual	2022 Budget	2022 Forecast	2023 Budget	2024 Budget	2025 Budget	Note
City Manager	3.00	3.00	3.00	3.00	3.00	3.00	3.00	
Office of the City Clerk	6.00	6.00	6.00	6.00	6.00	6.00	6.00	
Human Resources	4.00	4.00	4.00	4.00	5.00	5.00	5.00	(1)
	13.00	13.00	13.00	13.00	14.00	14.00	14.00	
Permanent	13.00	13.00	13.00	13.00	14.00	14.00	14.00	
Part-time/Term	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
	13.00	13.00	13.00	13.00	14.00	14.00	14.00	

Note:

(1) An additional Human Resources Officer, Recruitment & Benefits position is recommended in 2023.

GENERAL FUND – Administration

OFFICE OF THE CITY MANAGER

The City Manager is the most senior official in the City's administrative structure and is accountable to City Council for the policies and programs delivered by the City of Yellowknife. Key responsibilities of the City Manager include leading the broad requirements of the organization, providing advice to Council and executing its decisions, and working with all departments to ensure the consistent delivery of quality programs and services.

The Office of the City Manager provides administrative leadership, coordinates interdepartmental activities, drives stakeholder engagement, directs the implementation of Council's direction and

administers the appropriate controls to ensure that all City programs are delivered effectively and efficiently while encouraging innovation and creativity.

The Office of the City Manager provides leadership to the City's six departments: Community Services, Corporate Services, Economic Development and Strategy, Planning and Development, Public Works and Engineering, and Public Safety. Each Department is led by a Director. As well, the City Manager directly oversees the Office of the City Clerk and Human Resources within Administration.

Administration	2021 Budget (\$000's)	2021 Actuals (\$000's)	2022 Budget (\$000's)	2022 Forecast (\$000's)	2023 Budget (\$000's)	2024 Budget (\$000's)	2025 Budget (\$000's)	Note
Revenue								
Total Revenue	-	-	-	-	-	-	-	
Expenditures (By Division)								
City Manager	773	871	1,031	987	1,073	1,101	1,130	
Office of the City Clerk	843	672	1,039	1,006	919	944	970	
Human Resources	1,597	1,357	1,673	1,724	2,186	2,144	2,159	
Total Expenditures (By Division)	3,213	2,900	3,743	3,717	4,178	4,189	4,259	
Net Revenue (Expenditures)	(3,213)	(2,900)	(3,743)	(3,717)	(4,178)	(4,189)	(4,259)	
Expenditure (by Object)								
Wages & Benefits	2,191	2,028	2,256	2,224	2,557	2,717	2,764	
General Services	865	753	1,317	1,326	1,436	1,289	1,306	
Materials	157	119	170	167	185	183	189	
Total Expenditures (By Object)	3,213	2,900	3,743	3,717	4,178	4,189	4,259	



GENERAL FUND – Administration

City Manager Budget	2021 Budget (\$000's)	2021 Actuals (\$000's)	2022 Budget (\$000's)	2022 Forecast (\$000's)	2023 Budget (\$000's)	2024 Budget (\$000's)	2025 Budget (\$000's)	Note
Revenue								
Total Revenue	-	-	-	-	-	-	-	
Expenditures (by Activity)								
Administrative	38	44	52	48	53	55	57	
Long Term Planning & Priority Setting	156	174	158	147	161	166	171	
Public Inquiry & Communication	232	260	259	247	268	275	282	
Reconciliation	-	-	206	198	215	220	226	
Team Leadership	116	131	103	99	106	109	112	
Legislation & Governance	231	262	253	248	270	276	282	
Total Expenditures (By Activity)	773	871	1,031	987	1,073	1,101	1,130	
Net Revenue (Expenditures)	(773)	(871)	(1,031)	(987)	(1,073)	(1,101)	(1,130)	
Expenditures (By Object)								
Wages & Benefits	698	711	717	717	783	809	837	
General Services	63	145	291	255	268	269	270	(1)
Materials	12	15	23	15	22	23	23	(2)
Total Expenditures (By Object)	773	871	1,031	987	1,073	1,101	1,130	

Note:

(1) Corporate planning, public relations, reconciliation, and legal fees.

The 2022 Budget and Forecast included a one-time allocation of \$75,000 for the Talent Management Strategy and \$150,000 for Reconciliation work.

The 2023 to 2025 Budget allocations include \$200,000 for Reconciliation work which includes opportunities to expand staff knowledge and awareness.

(2) Office overhead and travel expenses.

GENERAL FUND – Administration

OFFICE OF THE CITY CLERK

The Office of the City Clerk provides legislative support services to City Council, its Standing and Special Committees, Administration, the Development Appeal Board and the Board of Revision. As part of its legislative support services, the Office of the City Clerk ensures that the process of Council and its Committees is followed as prescribed in the Council Procedures By-law and applicable territorial and federal legislation.

The Office of the City Clerk coordinates reports and information received from various departments of the City, as well as outside sources, for the preparation of agendas, and attends the various

meetings to record the minutes of proceedings. All copies of original Minutes and By-laws are retained in the Office of the City Clerk, along with the Official Corporate Seal of the City.

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

The Office of the City Clerk also leads and coordinates corporate records management protocols and training.

Office of the City Clerk Budget	2021 Budget (\$000's)	2021 Actuals (\$000's)	2022 Budget (\$000's)	2022 Forecast (\$000's)	2023 Budget (\$000's)	2024 Budget (\$000's)	2025 Budget (\$000's)	Note
Revenue								
Total Revenue	-	-	-	-	-	-	-	
Expenditures (by Activity)								
Administrative	506	402	530	513	468	480	495	
Election Administration	26	20	31	30	27	28	29	
Public Inquiry & Communication	211	168	345	334	304	312	320	
Legislation & Governance	100	82	133	129	120	124	126	
Total Expenditures (By Activity)	843	672	1,039	1,006	919	944	970	
Net Revenue (Expenditures)	(843)	(672)	(1,039)	(1,006)	(919)	(944)	(970)	
Expenditures (By Object)								
Wages & Benefits	705	601	734	701	769	791	814	
General Services	133	69	300	300	145	148	151	(1)
Materials	5	2	5	5	5	5	5	
Total Expenditures (By Object)	843	672	1,039	1,006	919	944	970	

Note:

(1) Webcasting, teleconferencing, and the 2022 Election.



GENERAL FUND – Administration

HUMAN RESOURCES DIVISION

The Human Resources Division is responsible for providing services in workforce planning, recruitment, retention, benefit administration,

interpretation and negotiations, occupational safety and health, policy development and employee development/training to the City's approximately 275 permanent and casual employees.

Human Resources Budget	2021 Budget (\$000's)	2021 Actuals (\$000's)	2022 Budget (\$000's)	2022 Forecast (\$000's)	2023 Budget (\$000's)	2024 Budget (\$000's)	2025 Budget (\$000's)	Note
Revenue								
Total Revenue	-	-	-	-	-	-	-	
Expenditures (by Activity)								
Employee Development	403	340	421	433	551	542	544	
Employee Placement	240	200	249	256	324	317	319	
Labour Relations	157	131	167	173	219	213	214	
Occupational Health & Safety	403	340	421	433	551	542	544	
Payroll & Benefits Administration	403	340	421	433	551	542	544	
Rounding	(9)	6	(6)	(4)	(10)	(12)	(6)	
Total Expenditures (By Activity)	1,597	1,357	1,673	1,724	2,186	2,144	2,159	
Net Revenue (Expenditures)	(1,597)	(1,357)	(1,673)	(1,724)	(2,186)	(2,144)	(2,159)	
Expenditures (By Object)								
Wages & Benefits	788	716	805	806	1,005	1,117	1,113	(1)
General Services	669	539	726	771	1,023	872	885	(2)
Materials	140	102	142	147	158	155	161	(3)
Total Expenditures (By Object)	1,597	1,357	1,673	1,724	2,186	2,144	2,159	

Note:

- (1) Accrued employee future benefits will increase in 2023 and 2024. A Human Resources Officer, Recruitment and Benefits, position is recommended in 2023.
- (2) Fees, training, professional development, and contracted costs. Budget 2023 includes a one-time allocation of \$230,000 for the review of the job evaluation and classification framework.
- (3) Long service bonuses, employee relationships, professional membership fees, and boot and clothing allowances.

GENERAL FUND – Administration

THIS PAGE IS LEFT BLANK INTENTIONALLY



GENERAL FUND – Fiscal Services

Fiscal Services Budget	2021 Budget (\$000's)	2021 Actuals (000's)	2022 Budget (\$000's)	2022 Forecast (\$000's)	2023 Budget (\$000's)	2024 Budget (\$000's)	2025 Budget (\$000's)	Note
Revenue								
Taxation	32,196	32,234	34,067	34,080	35,735	39,788	42,977	(1)
Taxes Allocated to Capital	(269)	(7,632)	(1,000)	(1,000)	(720)	(1,000)	(1,000)	(2)
Government Grants	1,560	578	-	-	-	-	-	
User Charges								
Power Distribution -Franchise Fee	1,077	1,076	1,079	1,079	1,081	1,084	1,086	
Tax Penalties	310	368	342	342	342	342	342	
Others	50	68	40	40	40	40	40	
Investment Income	450	819	500	1,025	1,000	500	500	
Total Revenue	35,374	27,511	35,028	35,566	37,478	40,754	43,945	
Expenditures (By Activity)								
Cash Management	174	672	249	250	275	325	386	
Valuation Allowance	280	62	250	250	210	210	210	
Total Expenditures	454	734	499	500	485	535	596	
Net Revenue (Expenditures)	34,920	26,777	34,529	35,066	36,993	40,219	43,349	
Interfund Transfers								
(To) From Water & Sewer Fund	1,145	1,145	1,174	1,174	1,200	1,230	1,261	(3)
(To) From Solid Waste Management Fund	349	349	358	358	394	402	410	(3)
(To) From Land Development Fund	379	379	389	389	540	551	562	(3)
Total Interfund Transfers	1,873	1,873	1,921	1,921	2,134	2,183	2,233	
Change in Fund Balance	36,793	28,650	36,450	36,987	39,127	42,402	45,582	
Expenditure (by Object)								
General Services	174	202	249	250	275	325	386	
Others (Mainly Bad Debt)	280	532	250	250	210	210	210	
Total Expenditures (by Object)	454	734	499	500	485	535	596	

Note:

- (1) 2023 property taxes are based on 2022 assessed values which are expected to be 0.5% higher than 2021 assessed values, based on a review of building permits through September 2022. The increase in taxation revenue is based on the assumption that the mill rate will increase by 4.19% in 2023, 10.45% in 2024 and 7.46% in 2025.
- (2) Taxes allocated to the Capital Fund are used to pay principal and interest on general capital debts and to fund capital projects.
- (3) Salaries and overhead costs associated with administering other Funds are recovered by charging estimated administration fees.

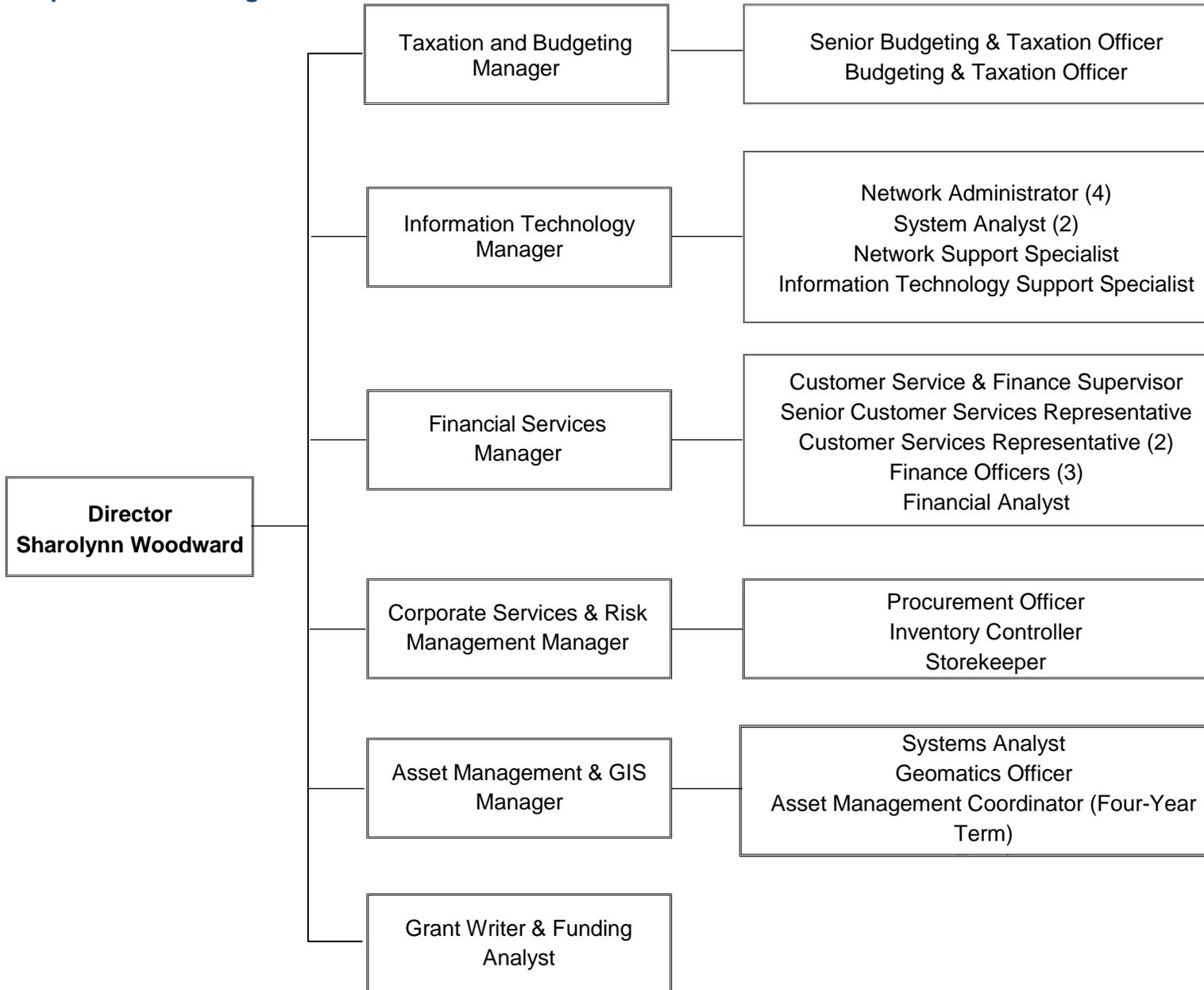
GENERAL FUND – Fiscal Services

THIS PAGE LEFT BLANK INTENTIONALLY



GENERAL FUND – Corporate Services

Department Staffing



GENERAL FUND – Corporate Services

Staffing Summary

Staffing Summary	2021 Budget	2021 Actual	2022 Budget	2022 Forecast	2023 Budget	2024 Budget	2025 Budget	Note
Directorate	7.00	7.00	7.00	7.00	7.00	7.00	7.00	
Taxation & Budgeting	2.00	2.00	2.00	2.00	2.00	2.00	2.00	
Financial Services	8.41	8.41	8.41	8.41	8.41	8.41	8.41	
Corporate Services & Risk Management	3.00	3.00	3.00	3.00	3.00	3.00	3.00	
Information Technology	8.00	8.00	8.00	8.00	8.00	8.00	8.00	
Asset Management & GIS	2.00	2.00	3.00	3.00	3.00	3.00	3.00	
	30.41	30.41	31.41	31.41	31.41	31.41	31.41	
Permanent	29.00	29.00	29.00	29.00	29.00	29.00	29.00	
Part-time/Casual/Term	1.41	1.41	2.41	2.41	2.41	2.41	2.41	(1)
	30.41	30.41	31.41	31.41	31.41	31.41	31.41	

Note:

(1) A four-year term Asset Management Coordinator position was approved in 2022, funded by the Capital Fund.



GENERAL FUND – Corporate Services

CORPORATE SERVICES DEPARTMENT

The Corporate Services Department is responsible for six main service areas: Taxation and Budgeting; Financial Services; Corporate Services and Risk Management; Information Technology; Asset Management and Geographic Information Systems; and Grant

Writing. The Managers who lead each division, along with the Grant Writer, report to the Director who sets the course for the department and serves on the senior leadership team.

Corporate Services Budget	2021 Budget (\$000's)	2021 Actuals (\$000's)	2022 Budget (\$000's)	2022 Forecast (\$000's)	2023 Budget (\$000's)	2024 Budget (\$000's)	2025 Budget (\$000's)	Note
Revenue								
Grants	125	233	125	125	125	125	125	
User Charges	575	826	675	667	743	749	754	
Total Revenue	700	1,059	800	792	868	874	879	
Expenditures (By Division)								
Directorate	1,413	1,361	1,450	1,368	1,526	1,569	1,607	
Taxation & Budgeting	507	504	547	569	542	552	549	
Financial Services	957	933	991	984	1,009	1,035	1,059	
Corporate Services & Risk Management	1,400	1,433	1,473	1,514	1,508	1,588	1,698	
Information Technology	2,525	2,114	2,688	2,468	2,750	2,789	2,790	
Asset Management & GIS	328	300	343	329	340	357	369	
Total Expenditures (By Division)	7,130	6,645	7,492	7,232	7,675	7,890	8,072	
Net Revenue (Expenditures)	(6,430)	(5,586)	(6,692)	(6,440)	(6,807)	(7,016)	(7,193)	
Expenditure (by Object)								
Wages & Benefits	4,120	3,923	4,265	4,115	4,360	4,481	4,586	
General Services	898	769	978	871	1,042	1,043	994	
Materials	388	269	515	465	412	418	427	
Maintenance	901	778	907	907	943	960	979	
Utility -Fuel	-	-	-	2	11	12	12	
Vehicle -O&M	4	7	8	7	6	6	5	
Insurance	819	899	819	865	901	970	1,069	
Total Expenditures (By Object)	7,130	6,645	7,492	7,232	7,675	7,890	8,072	

Note:

(1) Contracted costs. 2023 to 2025 allocations include \$20,000 for the World Council On City Data initiative.

GENERAL FUND – Corporate Services

Corporate Services Directorate Budget	2021 Budget (\$000's)	2021 Actuals (\$000's)	2022 Budget (\$000's)	2022 Forecast (\$000's)	2023 Budget (\$000's)	2024 Budget (\$000's)	2025 Budget (\$000's)	Note
Revenue								
Total Revenue	-	-	-	-	-	-	-	
Expenditures (by Activity)								
Administrative	212	204	217	205	228	235	240	
Funding & Reporting	141	136	145	137	153	157	161	
Long Term Planning & Priority Setting	424	408	435	410	457	471	483	
Public Inquiry & Communication	141	136	145	137	153	157	161	
Team Leadership	141	136	145	137	153	157	161	
Legislation & Governance	354	341	363	342	382	392	401	
Total Expenditures (By Activity)	1,413	1,361	1,450	1,368	1,526	1,569	1,607	
Net Revenue (Expenditures)	(1,413)	(1,361)	(1,450)	(1,368)	(1,526)	(1,569)	(1,607)	
Expenditures (By Object)								
Wages & Benefits	1,246	1,202	1,283	1,201	1,326	1,366	1,401	
General Services	162	159	162	162	195	198	201	(1)
Materials	5	-	5	5	5	5	5	
Total Expenditures (By Object)	1,413	1,361	1,450	1,368	1,526	1,569	1,607	



GENERAL FUND – Corporate Services

TAXATION AND BUDGETING DIVISION

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

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

Taxation and Budgeting Budget	2021 Budget (\$000's)	2021 Actuals (\$000's)	2022 Budget (\$000's)	2022 Forecast (\$000's)	2023 Budget (\$000's)	2024 Budget (\$000's)	2025 Budget (\$000's)	Note
Revenue								
Grants	125	137	125	125	125	125	125	(1)
User Charges	55	70	61	66	81	82	82	
Total Revenue	180	207	186	191	206	207	207	
Expenditures (by Activity)								
Budgeting	102	101	109	114	109	111	110	
Property Assessment & Taxes	407	404	439	456	434	442	440	
Rounding	(2)	(1)	(1)	(1)	(1)	(1)	(1)	
Total Expenditures (By Activity)	507	504	547	569	542	552	549	
Net Revenue (Expenditures)	(327)	(297)	(361)	(378)	(336)	(345)	(342)	
Expenditures (By Object)								
Wages & Benefits	230	247	236	276	220	228	237	
General Services	259	243	290	272	301	303	291	(2)
Materials	5	1	6	6	6	6	6	
Maintenance	13	13	15	15	15	15	15	
Total Expenditures (By Object)	507	504	547	569	542	552	549	

Note:

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

GENERAL FUND – Corporate Services

FINANCIAL SERVICES DIVISION

The Financial Services Division administers the accounting, utilities, and lottery and business licensing functions in accordance with established legislation and by-laws. The Division is responsible for all operating and capital financial transactions, treasury activities,

investment management, corporate accounting, and financial reporting. The Division also provides the Customer Service function that responds to inquiries, provides information, handles complaints and takes payments and registrations.

Financial Services Budget	2021 Budget (\$000's)	2021 Actuals (\$000's)	2022 Budget (\$000's)	2022 Forecast (\$000's)	2023 Budget (\$000's)	2024 Budget (\$000's)	2025 Budget (\$000's)	Note
Revenue								
Grants	-	96	-	-	-	-	-	(1)
User Charges	406	461	501	481	525	530	535	
Total Revenue	406	557	501	481	525	530	535	
Expenditures (by Activity)								
Cash Management	211	204	219	219	223	228	233	
Customer Invoicing & Vendor Payments	316	308	327	324	332	340	348	
Financial Analysis & Reporting	142	139	150	149	152	155	160	
Licences & Permits	105	102	109	108	110	112	115	
Public Information/Inquiry & Customer Services	183	177	188	187	191	197	200	
Rounding	-	3	(2)	(3)	1	3	3	
Total Expenditures (By Activity)	957	933	991	984	1,009	1,035	1,059	
Net Revenue (Expenditures)	(551)	(376)	(490)	(503)	(484)	(505)	(524)	
Expenditures (By Object)								
Wages & Benefits	839	848	864	864	885	909	924	
General Services	24	11	29	29	27	27	33	
Materials	94	74	98	91	97	99	102	(2)
Total Expenditures (By Object)	957	933	991	984	1,009	1,035	1,059	

Note:

- (1) The portion of 2021 COVID Safe Restart Funding allocated for business licence relief.
- (2) Postage and printed forms.



GENERAL FUND – Corporate Services

CORPORATE SERVICES & RISK MANAGEMENT DIVISION

The Corporate Services and Risk Management Division is responsible for purchasing, insurance claims and coverage, and the operation of City Stores. Purchasing tasks include coordinating the transparent procurement of goods and services for City departments through the issuance of tenders, requests for proposals (RFPs), purchase orders,

or inventory. The insurance work involves communicating claims and coverage information between the City's insurers and the user departments. City Stores warehouses and manages the City's inventory.

Corporate Services & Risk Management Budget	2021 Budget (\$000's)	2021 Actuals (\$000's)	2022 Budget (\$000's)	2022 Forecast (\$000's)	2023 Budget (\$000's)	2024 Budget (\$000's)	2025 Budget (\$000's)	Note
Revenue								
User Charges	113	287	113	120	137	137	137	
Total Revenue	113	287	113	120	137	137	137	
Expenditures (by Activity)								
Customer Services	347	359	367	377	377	396	423	
Inventory Management	347	359	367	377	377	396	423	
Material Purchasing	561	573	588	605	604	635	679	
Risk Management	139	144	146	151	150	158	169	
Rounding	6	(2)	5	4	-	3	4	
Total Expenditures (By Activity)	1,400	1,433	1,473	1,514	1,508	1,588	1,698	
Net Revenue (Expenditures)	(1,287)	(1,146)	(1,360)	(1,394)	(1,371)	(1,451)	(1,561)	
Expenditures (By Object)								
Wages & Benefits	337	360	353	366	361	367	373	
General Services	68	59	71	65	67	68	70	(1)
Materials	172	110	226	212	163	166	170	(2)
Utility -Fuel	-	-	-	2	11	12	12	
Vehicle O&M	4	5	4	4	5	5	4	
Insurance	819	899	819	865	901	970	1,069	
Total Expenditures (By Object)	1,400	1,433	1,473	1,514	1,508	1,588	1,698	

Note:

- (1) General telephone and communication costs.
- (2) Printer supplies, office equipment and overhead.

GENERAL FUND – Corporate Services

INFORMATION TECHNOLOGY DIVISION

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

- The secure and reliable network that connects workstations, laptops, mobile devices, printers, scanners, and copiers at sites throughout the City and provides users with access to essential software tools, integrated data sources, and the internet;
- Databases that house and protect extensive data resources across the corporation;
- Software applications that streamline processes and service delivery;
- Websites that extend electronic information access and online services to staff and citizens;
- Telephone, cellphone, and voice mail services that facilitate communication and collaboration;
- Public workstations and wireless services that expand public computing and Internet access; and
- Back end systems that support diverse services such as traffic lights, ice-making equipment, building controls, digital call logging, and security cameras.



GENERAL FUND – Corporate Services

Information Technology Budget	2021 Budget (\$000's)	2021 Actuals (\$000's)	2022 Budget (\$000's)	2022 Forecast (\$000's)	2023 Budget (\$000's)	2024 Budget (\$000's)	2025 Budget (\$000's)	Note
Revenue								
User Charges	1	8	-	-	-	-	-	
Total Revenue	1	8	-	-	-	-	-	
Expenditures (by Activity)								
Installation	215	179	269	247	275	280	280	
Maintenance	1,569	1,316	1,614	1,481	1,651	1,673	1,675	
System Development	157	132	135	125	138	140	140	
Support Services	585	488	672	618	688	696	699	
Rounding	(1)	(1)	(2)	(3)	(2)	-	(4)	
Total Expenditures (By Activity)	2,525	2,114	2,688	2,468	2,750	2,789	2,790	
Net Revenue (Expenditures)	(2,524)	(2,106)	(2,688)	(2,468)	(2,750)	(2,789)	(2,790)	
Expenditures (By Object)								
Wages & Benefits	1,201	1,020	1,249	1,128	1,292	1,319	1,348	
General Services	329	243	367	296	392	386	337	(1)
Materials	107	84	176	149	137	138	140	(2)
Maintenance	888	765	892	892	928	945	964	(3)
Vehicle O&M	-	2	4	3	1	1	1	
Total Expenditures (By Object)	2,525	2,114	2,688	2,468	2,750	2,789	2,790	

Note:

- (1) Internet, network, network security, software acquisition and renewal costs.
- (2) Hardware maintenance and repairs, emergency radio systems maintenance and repairs, reference materials and safety supplies.
- (3) Software maintenance and support contracts.

GENERAL FUND – Corporate Services

ASSET MANAGEMENT & GEOGRAPHIC INFORMATION SYSTEMS DIVISION

The Asset Management and GIS Division is responsible for leading the development and maintenance of the corporate asset management system and for the geographical information systems

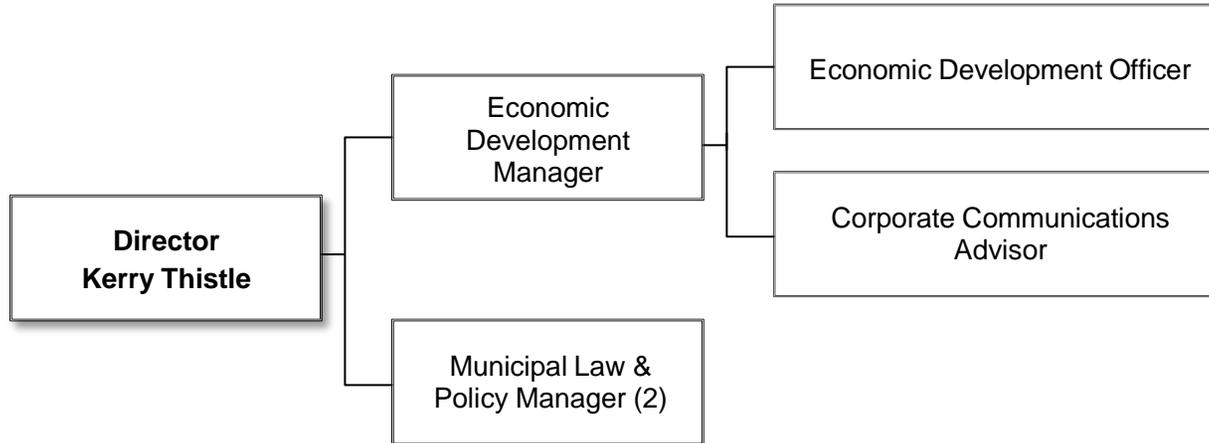
and tools that store and present information from a spatial perspective.

Asset Management & GIS Budget	2021 Budget (\$000's)	2021 Actuals (\$000's)	2022 Budget (\$000's)	2022 Forecast (\$000's)	2023 Budget (\$000's)	2024 Budget (\$000's)	2025 Budget (\$000's)	Note
Revenue								
Total Revenue	-	-	-	-	-	-	-	
Expenditures (by Activity)								
Developing	66	59	69	65	136	143	148	
Engaging & Monitoring	99	89	103	98	136	143	148	
Planning	165	149	173	166	69	73	75	
Rounding	(2)	3	(2)	-	(1)	(2)	(2)	
Total Expenditures (By Activity)	328	300	343	329	340	357	369	
Net Revenue (Expenditures)	(328)	(300)	(343)	(329)	(340)	(357)	(369)	
Expenditures (By Object)								
Wages & Benefits	267	246	280	280	276	292	303	
General Services	56	54	59	47	60	61	62	
Materials	5	-	4	2	4	4	4	
Total Expenditures (By Object)	328	300	343	329	340	357	369	



GENERAL FUND – Economic Development & Strategy

Department Staffing



Staffing Summary

Staffing Summary	2021 Budget	2021 Actual	2022 Budget	2022 Forecast	2023 Budget	2024 Budget	2025 Budget	Note
Directorate	5.00	5.00	6.00	6.00	6.00	6.00	6.00	(1)
	5.00	5.00	6.00	6.00	6.00	6.00	6.00	

Note:

(1) The term Policy and Legislative Specialist position was made permanent in May 2022.

GENERAL FUND – Economic Development & Strategy

ECONOMIC DEVELOPMENT & STRATEGY DEPARTMENT

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

We are a service department for:

- Promoting and enhancing our local economy
- Drawing investment to Yellowknife
- Administrating municipal law and policy
- Communicating with the public and the media

Economic Development & Strategy Budget	2021 Budget (\$000's)	2021 Actuals (\$000's)	2022 Budget (\$000's)	2022 Forecast (\$000's)	2023 Budget (\$000's)	2024 Budget (\$000's)	2025 Budget (\$000's)	Note
Revenue								
Grants	50	377	50	809	163	50	50	(1)
User Charges	-	-	-	27	-	-	-	
Total Revenue	50	377	50	836	163	50	50	
Expenditures (by Activity)								
Administrative	64	68	71	113	85	83	86	
Economic Development	262	269	291	457	341	331	340	
Long Term Planning & Priority Setting	197	201	216	342	257	249	255	
Policy & Legal	129	133	144	228	257	249	255	
Public Inquiry & Communication	392	402	435	684	257	249	255	
Team Leadership	64	68	71	113	85	83	86	
Legislation & Governance	200	201	224	347	423	410	423	
Total Expenditures (By Activity)	1,308	1,342	1,452	2,284	1,705	1,654	1,700	
Net Revenue (Expenditures)	(1,258)	(965)	(1,402)	(1,448)	(1,542)	(1,604)	(1,650)	
Expenditures (By Object)								
Wages & Benefits	788	884	902	850	1,045	1,085	1,119	
General Services	515	457	540	1,424	650	559	571	(2)
Materials	5	1	10	10	10	10	10	
Total Expenditures (By Object)	1,308	1,342	1,452	2,284	1,705	1,654	1,700	

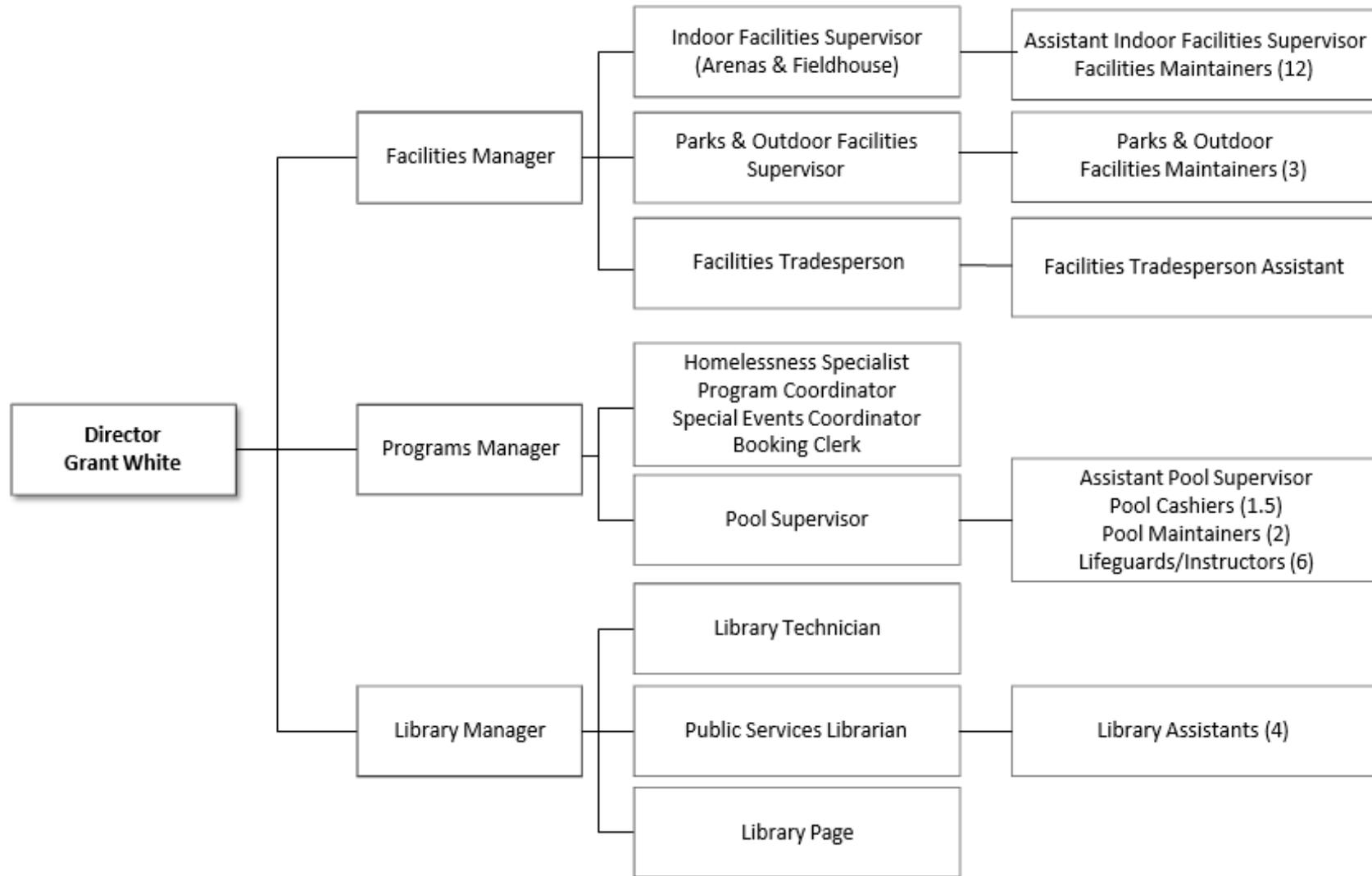
Note:

- (1) Grants received for operating and relocating the Visitor Information Centre, the Economic Development Officer position, the Giant Mine Remediation, and the YKDFN Shared Economic Development Strategy.
- (2) Public relations, economic development, and tourism. The 2021 Actual and 2022 Forecast numbers are higher than budget but overages are offset by grant funding.



GENERAL FUND – Community Services

Department Staffing



GENERAL FUND – Community Services

Staffing Summary

Staffing Summary	2021 Budget	2021 Actual	2022 Budget	2022 Forecast	2023 Budget	2024 Budget	2025 Budget	Note
Directorate	5.00	5.00	5.00	5.00	6.00	7.00	7.00	(1)
Arenas	10.85	10.85	10.77	10.77	10.77	10.77	10.77	
Fieldhouse	4.09	4.09	4.00	4.00	4.00	4.00	4.00	
City Hall	2.00	2.00	2.00	2.00	2.00	2.00	2.00	
Parks	12.14	12.14	10.48	10.48	10.51	10.51	10.51	
Programs	8.08	8.08	8.07	8.07	8.07	8.07	8.07	
Pool	14.79	14.79	14.79	14.79	14.79	25.83	26.99	(2)
Library	8.26	8.26	8.21	8.21	8.21	8.21	8.21	
	65.21	65.21	63.32	63.32	64.35	76.39	77.55	
Permanent	46.04	46.04	46.04	46.04	48.04	58.04	58.04	
Part-time/Casual	19.17	19.17	17.28	17.28	16.31	18.35	19.51	
	65.21	65.21	63.32	63.32	64.35	76.39	77.55	

Note:

- (1) Two additional positions are recommended, namely, Asset Management Administrative Assistant in 2023 and Art & Culture Coordinator in 2024.
- (2) For the Aquatic Centre, the following new positions are recommended in 2024:
- One Pool Maintenance Supervisor
 - Five Pool Maintainers starting from July onwards
 - Three Lifeguards/Instructors and one Cashier starting from August onwards
 - Casual Lifeguard I – 1.04 Person-Year (PY)
 - In addition, the Casual Lifeguard I position is recommended to increase from 1.04 PY to 2.2 PY in 2025.



GENERAL FUND – Community Services

COMMUNITY SERVICES DEPARTMENT

The Community Services Department strives to foster a sense of community spirit unique to Yellowknife through the delivery of its programs and special events.

The Director's office and its three divisions (Programs, Facilities, and Library), provide diverse and high-quality recreation and leisure opportunities, and address homelessness and social issues as feasible. The department also maintains a close working relationship with volunteer organizations, groups, individuals, and private sector

entities who provide programs, services, and events. The Department also administers a variety of grant programs and service contracts. Many capital upgrades and developments to the facilities are managed through Department resources to ensure that City facilities continue to meet the needs of the community, achieve or exceed their full life expectancy, and attain a high level of energy conservation to reduce energy costs.

GENERAL FUND – Community Services

Community Services Budget	2021 Budget (\$000's)	2021 Actuals (\$000's)	2022 Budget (\$000's)	2022 Forecast (\$000's)	2023 Budget (\$000's)	2024 Budget (\$000's)	2025 Budget (\$000's)	Note
Revenue								
Grants	270	349	147	269	147	147	146	
User Charges	1,348	1,420	1,905	1,977	2,111	2,202	2,385	(1)
Total Revenue	1,618	1,769	2,052	2,246	2,258	2,349	2,531	
Expenditures (By Division)								
Directorate	1,404	1,174	1,435	1,511	1,599	1,752	1,791	
Arenas	2,596	2,226	2,698	2,597	2,832	2,893	2,961	
Fieldhouse	780	714	790	774	813	832	853	
Yellowknife Curling Club	147	81	151	123	164	169	171	
Parks	1,459	1,483	1,457	1,471	1,563	1,577	1,608	
Library	1,350	1,271	1,435	1,431	1,465	1,492	1,519	
Pool	1,892	1,626	1,983	2,020	2,032	3,284	4,662	
Recreation	861	693	879	971	912	932	948	
Wildcat Cafe	25	15	26	26	41	25	26	
City Hall	665	612	723	719	789	801	817	
Total Expenditures (By Division)	11,179	9,895	11,577	11,643	12,210	13,757	15,356	
Net Revenue (Expenditures)	(9,561)	(8,126)	(9,525)	(9,397)	(9,952)	(11,408)	(12,825)	
Expenditure (by Object)								
Wages & Benefits	6,371	6,024	6,531	6,469	6,707	7,567	8,327	
General Services	1,376	1,172	1,443	1,675	1,543	1,588	1,623	
Materials	602	475	641	666	694	909	1,094	
Maintenance	882	618	926	965	960	1,092	1,149	
Utility -Fuel	592	450	642	602	874	1,016	1,307	
Utility -Power	1,248	1,080	1,289	1,177	1,342	1,498	1,769	
Vehicle -O&M	108	76	105	89	90	87	87	
Total Expenditures (By Object)	11,179	9,895	11,577	11,643	12,210	13,757	15,356	

Note:

(1) Estimated revenues are based on annual 3% user fee increases.



GENERAL FUND – Community Services

Community Services Directorate Budget	2021 Budget (\$000's)	2021 Actuals (\$000's)	2022 Budget (\$000's)	2022 Forecast (\$000's)	2023 Budget (\$000's)	2024 Budget (\$000's)	2025 Budget (\$000's)	Note
Revenue								
Grants	130	162	1	25	1	1	1	(1)
User Charges	60	53	60	79	115	115	114	(2)
Total Revenue	190	215	61	104	116	116	115	
Expenditures (by Activity)								
Administrative	140	115	143	151	159	174	179	
Long Term Planning & Priority Setting	140	115	143	151	159	174	179	
Public Inquiry & Communication	209	173	214	226	237	263	268	
Team Leadership	489	408	501	527	557	612	624	
Legislation & Governance	426	363	434	456	487	529	541	
Total Expenditures (By Activity)	1,404	1,174	1,435	1,511	1,599	1,752	1,791	
Net Revenue (Expenditures)	(1,214)	(959)	(1,374)	(1,407)	(1,483)	(1,636)	(1,676)	
Expenditures (By Object)								
Wages & Benefits	795	741	831	831	959	1,102	1,131	
General Services	584	415	575	626	590	600	610	(3)
Materials	9	2	9	8	9	9	9	
Utility - Fuel	-	3	-	18	21	21	21	(4)
Utility - Power	-	-	-	10	10	10	10	(4)
Vehicle O&M	16	13	20	18	10	10	10	
Total Expenditures (By Object)	1,404	1,174	1,435	1,511	1,599	1,752	1,791	

Note:

- (1) In 2021, the GNWT provided \$130,000 in funding for the Street Outreach Program; there was no funding in 2022.
- (2) Lease revenues for the Old Mine Rescue Building and sponsorship.
- (3) Spring Clean-up contracted costs, Street Outreach services, Homelessness Employment Program, and the Old Mine Rescue Building contracted costs.
The 2023 to 2025 Budget allocations include \$100,000 for the Homelessness Employment Program, to be funded by the Downtown Development Reserve.
- (4) For the Old Mine Rescue Building.

GENERAL FUND – Community Services

FACILITIES DIVISION – ARENAS

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

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

Arenas Budget	2021 Budget (\$000's)	2021 Actuals (\$000's)	2022 Budget (\$000's)	2022 Forecast (\$000's)	2023 Budget (\$000's)	2024 Budget (\$000's)	2025 Budget (\$000's)	Note
Revenue								
User Charges	397	403	644	644	739	760	782	
Total Revenue	397	403	644	644	739	760	782	
Expenditures (by Activity)								
Arena Maintenance	1,171	1,000	1,214	1,170	1,275	1,301	1,331	
Ice Maintenance	520	445	538	518	566	579	591	
Plant & Equipment Maintenance	907	781	941	910	989	1,011	1,037	
Rounding	(2)	-	5	(1)	2	2	2	
Total Expenditures (By Activity)	2,596	2,226	2,698	2,597	2,832	2,893	2,961	
Net Revenue (Expenditures)	(2,199)	(1,823)	(2,054)	(1,953)	(2,093)	(2,133)	(2,179)	
Expenditures (By Object)								
Wages & Benefits	1,219	1,157	1,242	1,227	1,254	1,283	1,314	
General Services	28	21	39	39	40	40	40	
Materials	17	26	9	9	10	10	10	
Maintenance	300	211	309	348	314	322	328	
Utility -Fuel	324	217	358	314	469	471	478	
Utility -Power	708	594	741	660	745	767	791	
Total Expenditures (By Object)	2,596	2,226	2,698	2,597	2,832	2,893	2,961	



GENERAL FUND – Community Services

FACILITIES DIVISION – FIELDHOUSE

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

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

Fieldhouse Budget	2021 Budget (\$000's)	2021 Actuals (\$000's)	2022 Budget (\$000's)	2022 Forecast (\$000's)	2023 Budget (\$000's)	2024 Budget (\$000's)	2025 Budget (\$000's)	Note
Revenue								
User Charges	185	215	266	299	273	281	290	
Total Revenue	185	215	266	299	273	281	290	
Expenditures (by Activity)								
Facility & Building Maintenance	313	286	317	309	325	333	340	
Plant & Equipment Maintenance	468	429	474	465	487	499	512	
Rounding	(1)	(1)	(1)	-	1	-	1	
Total Expenditures (By Activity)	780	714	790	774	813	832	853	
Net Revenue (Expenditures)	(595)	(499)	(524)	(475)	(540)	(551)	(563)	
Expenditures (By Object)								
Wages & Benefits	449	460	447	447	450	461	473	
General Services	3	3	3	3	4	4	4	
Materials	34	13	35	35	34	34	36	
Maintenance	91	54	95	95	97	99	100	
Utility -Fuel	39	28	44	34	63	64	65	
Utility -Power	164	156	166	160	165	170	175	
Total Expenditures (By Object)	780	714	790	774	813	832	853	

GENERAL FUND – Community Services

Yellowknife Curling Club Budget	2021 Budget (\$000's)	2021 Actuals (\$000's)	2022 Budget (\$000's)	2022 Forecast (\$000's)	2023 Budget (\$000's)	2024 Budget (\$000's)	2025 Budget (\$000's)	Note
Revenue								
Total Revenue	-	-	-	-	-	-	-	
Expenditures (by Activity)								
Facility & Building Maintenance	59	34	60	50	66	67	69	
Plant & Equipment Maintenance	89	50	90	73	99	100	104	
Rounding	(1)	(3)	1	-	(1)	2	(2)	
Total Expenditures (By Activity)	147	81	151	123	164	169	171	
Net Revenue (Expenditures)	(147)	(81)	(151)	(123)	(164)	(169)	(171)	
Expenditures (By Object)								
General Services	6	2	7	7	7	7	7	
Materials	2	-	-	-	-	-	-	
Maintenance	45	12	47	47	47	49	49	
Utility - Fuel	18	13	19	14	17	17	17	
Utility - Power	76	54	78	55	93	96	98	
Total Expenditures (By Object)	147	81	151	123	164	169	171	



GENERAL FUND – Community Services

FACILITIES DIVISION – PARKS

The Facilities Division operates and maintains Somba K'e Park, city parks and trails, the Wildcat Café, the Fireweed Studio, and numerous outdoor fields for community use. This involves working closely with several volunteer recreation associations to schedule the use of five ball diamonds, three soccer pitches and eight tennis courts. The Division also performs the necessary care and maintenance for the approximately 20,000 square meters that comprise the Lakeview Cemetery.

In addition, the Division provides services such as delivery of a limited supply of rentable equipment, litter removal in the downtown core, and snow removal in the winter at various city sites and trails. The Facilities Division - Parks also maintains existing equipment in 17 playgrounds and infrastructure within 40 parks/greenspaces, and plans for future community requirements through the budget process.

GENERAL FUND – Community Services

Parks Budget	2021 Budget (\$000's)	2021 Actuals (\$000's)	2022 Budget (\$000's)	2022 Forecast (\$000's)	2023 Budget (\$000's)	2024 Budget (\$000's)	2025 Budget (\$000's)	Note
Revenue								
User Charges	42	78	51	60	51	51	51	
Total Revenue	42	78	51	60	51	51	51	
Expenditures (by Activity)								
Cemetery Maintenance	147	147	146	148	156	159	161	
Litter Collection	147	147	146	148	156	159	161	
Parks Maintenance	219	222	218	221	234	236	241	
Plant & Equipment Maintenance	147	147	146	148	156	159	161	
Snow Removal	147	147	146	148	156	159	161	
Special Events	71	73	71	72	78	78	80	
Sports Field Maintenance	219	222	218	221	234	236	241	
Turf Maintenance	365	371	365	369	393	395	402	
Rounding	(3)	7	1	(4)	-	(4)	-	
Total Expenditures (By Activity)	1,459	1,483	1,457	1,471	1,563	1,577	1,608	
Net Revenue (Expenditures)	(1,417)	(1,405)	(1,406)	(1,411)	(1,512)	(1,526)	(1,557)	
Expenditures (By Object)								
Wages & Benefits	951	935	886	887	874	896	917	
General Services	140	132	157	157	203	205	209	(1)
Materials	224	295	263	283	321	327	332	(2)
Maintenance	7	6	17	17	22	7	7	(3)
Utility -Fuel	9	11	11	17	19	19	19	
Utility -Power	37	41	39	40	45	47	48	
Vehicle O&M	91	63	84	70	79	76	76	
Total Expenditures (By Object)	1,459	1,483	1,457	1,471	1,563	1,577	1,608	

Note:

- (1) Budget 2023 includes a one-time allocation of \$35,000 for the Wayfinding Initiative.
- (2) Park horticulture and material costs have increased substantially.
- (3) Budget 2023 includes a one-time allocation of \$15,000 to repair the roof of the Somba K'e building.



GENERAL FUND – Community Services

PROGRAMS DIVISION – LIBRARY

LIBRARY DIVISION

The Library Division provides library services to the population of Yellowknife, and acts as a resource for the other libraries in the Northwest Territories. It is responsible for the operation of the Yellowknife Public Library and, in this role, supports the educational and recreational reading, viewing and listening needs of its patrons.

It does this by developing and making available a strong collection in a variety of formats, and by offering a wide range of programs designed to enhance the appreciation of literature in its many forms. The Library Manager heads this division and reports to the Director of Community Services.

GENERAL FUND – Community Services

Library Budget	2021 Budget (\$000's)	2021 Actuals (\$000's)	2022 Budget (\$000's)	2022 Forecast (\$000's)	2023 Budget (\$000's)	2024 Budget (\$000's)	2025 Budget (\$000's)	Note
Revenue								
Grants	111	115	116	116	116	116	116	(1)
User Charges	15	6	22	12	12	12	12	
Total Revenue	126	121	138	128	128	128	128	
Expenditures (by Activity)								
Building	135	128	144	144	147	150	152	
Cataloguing	201	190	215	215	219	225	230	
Circulation	336	318	360	358	366	372	379	
Collection Development	135	128	144	144	147	150	152	
Inter-Library Loans	65	62	72	71	72	74	76	
Internet	65	62	72	71	72	74	76	
Program Delivery	270	253	287	287	293	297	303	
Reference	135	128	144	144	147	150	152	
Rounding	8	2	(3)	(3)	2	-	(1)	
Total Expenditures (By Activity)	1,350	1,271	1,435	1,431	1,465	1,492	1,519	
Net Revenue (Expenditures)	(1,224)	(1,150)	(1,297)	(1,303)	(1,337)	(1,364)	(1,391)	
Expenditures (By Object)								
Wages & Benefits	714	701	761	751	783	797	810	
General Services	357	344	384	384	391	398	406	(2)
Materials	76	34	78	84	75	77	78	
Maintenance	203	192	212	212	216	220	225	(3)
Total Expenditures (By Object)	1,350	1,271	1,435	1,431	1,465	1,492	1,519	

Note:

- (1) GNWT Library Grant.
- (2) Condominium fees, building repairs, and maintenance costs.
- (3) Janitorial services and collection maintenance costs.



GENERAL FUND – Community Services

PROGRAMS DIVISION – POOL

The Programs Division manages all recreation programs and events, as well as the Ruth Inch Memorial Pool. Pool programs are offered on a seasonal basis according to the demands and the needs of the community. The Division works closely with the public and volunteer organizations, local school boards, and government agencies to

enhance water safety in Yellowknife and throughout the Northwest Territories. The programs that are offered include the Lifesaving Society's Swim for Life programs, as well as daily swim times for all age groups. This facility also provides rental opportunities to meet the needs of all users and groups from recreation to sport training.

Pool Budget	2021 Budget (\$000's)	2021 Actuals (\$000's)	2022 Budget (\$000's)	2022 Forecast (\$000's)	2023 Budget (\$000's)	2024 Budget (\$000's)	2025 Budget (\$000's)	Note
Revenue								
Grants	1	3	1	1	1	1	-	
User Charges	288	331	463	488	525	576	718	(1)
Total Revenue	289	334	464	489	526	577	718	
Expenditures (by Activity)								
Facility & Building Maintenance	-	-	-	-	-	440	908	
Guarding	567	488	596	608	609	818	1,206	
Instruction	378	324	397	404	406	531	770	
Operations & Maintenance	943	813	989	1,009	1,017	836	420	
Plant & Equipment Maintenance	-	-	-	-	-	660	1,360	
Rounding	4	1	1	(1)	-	(1)	(2)	
Total Expenditures (By Activity)	1,892	1,626	1,983	2,020	2,032	3,284	4,662	
Net Revenue (Expenditures)	(1,603)	(1,292)	(1,519)	(1,531)	(1,506)	(2,707)	(3,944)	
Expenditures (By Object)								
Wages & Benefits	1,347	1,244	1,436	1,396	1,454	2,073	2,710	
General Services	28	26	29	120	29	58	67	
Materials	138	88	143	143	142	348	524	
Maintenance	101	44	105	105	107	248	291	
Utility -Fuel	126	96	120	115	129	266	544	
Utility -Power	151	128	149	140	170	290	525	
Vehicle O&M	1	-	1	1	1	1	1	
Total Expenditures (By Object)	1,892	1,626	1,983	2,020	2,032	3,284	4,662	(1)

(1) The 2024 and 2025 Budget are based on the assumptions that the construction of the Aquatic Centre will be completed in 2024, and that it will be operative starting September 2024.

GENERAL FUND – Community Services

PROGRAMS DIVISION – RECREATION

The Programs Division strives to build community spirit and pride, and to encourage healthy, active lifestyles among residents. It manages all recreation programs, including aquatics and special celebrations. Programs are offered on a seasonal basis based on

public requests, perceived needs, and instructor availability and interests. This Division also handles facility bookings and City grant programs.

Recreation Budget	2021 Budget (\$000's)	2021 Actuals (\$000's)	2022 Budget (\$000's)	2022 Forecast (\$000's)	2023 Budget (\$000's)	2024 Budget (\$000's)	2025 Budget (\$000's)	Note
Revenue								
Grants	28	69	29	127	29	29	29	
User Charges	325	305	367	359	364	375	386	
Total Revenue	353	374	396	486	393	404	415	
Expenditures (by Activity)								
Celebrations	215	173	219	242	227	236	239	
Recreation and Drop In Programs	387	310	396	437	411	421	427	
Summer and Sport Camps	255	208	263	289	272	280	287	
Rounding	4	2	1	3	2	(5)	(5)	
Total Expenditures (By Activity)	861	693	879	971	912	932	948	
Net Revenue (Expenditures)	(508)	(319)	(483)	(485)	(519)	(528)	(533)	
Expenditures (By Object)								
Wages & Benefits	646	541	663	665	669	686	699	
General Services	125	137	124	214	152	154	156	(1)
Materials	90	15	92	92	91	92	93	(2)
Total Expenditures (By Object)	861	693	879	971	912	932	948	

Note:

- (1) Program instructors, facility and equipment rentals, and contracted costs. This includes a budget allocation of \$20,000 for Visitor Centre's arts programming starting from 2023 onwards.
- (2) Program supplies.



GENERAL FUND – Community Services

FACILITIES DIVISION – WILDCAT CAFÉ

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

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

Wildcat Café Budget	2021 Budget (\$000's)	2021 Actuals (\$000's)	2022 Budget (\$000's)	2022 Forecast (\$000's)	2023 Budget (\$000's)	2024 Budget (\$000's)	2025 Budget (\$000's)	Note
Revenue								
User Charges	10	4	6	10	6	6	6	
Total Revenue	10	4	6	10	6	6	6	
Expenditures (by Activity)								
Wildcat	25	15	26	26	41	25	26	
Total Expenditures (By Activity)	25	15	26	26	41	25	26	
Net Revenue (Expenditures)	(15)	(11)	(20)	(16)	(35)	(19)	(20)	
Expenditures (By Object)								
General Services	3	2	5	5	8	5	5	
Materials	1	-	1	1	1	1	1	
Maintenance	10	2	10	10	23	11	11	
Utility - Fuel	9	9	8	8	8	7	7	
Utility - Power	2	2	2	2	1	1	2	
Total Expenditures (By Object)	25	15	26	26	41	25	26	

GENERAL FUND – Community Services

FACILITIES DIVISION – CITY HALL

The Facilities Division operates and maintains the City Hall building to ensure that the mechanical, structural, and electrical needs of the facility are met and that City Hall will realize its full life cycle. This is

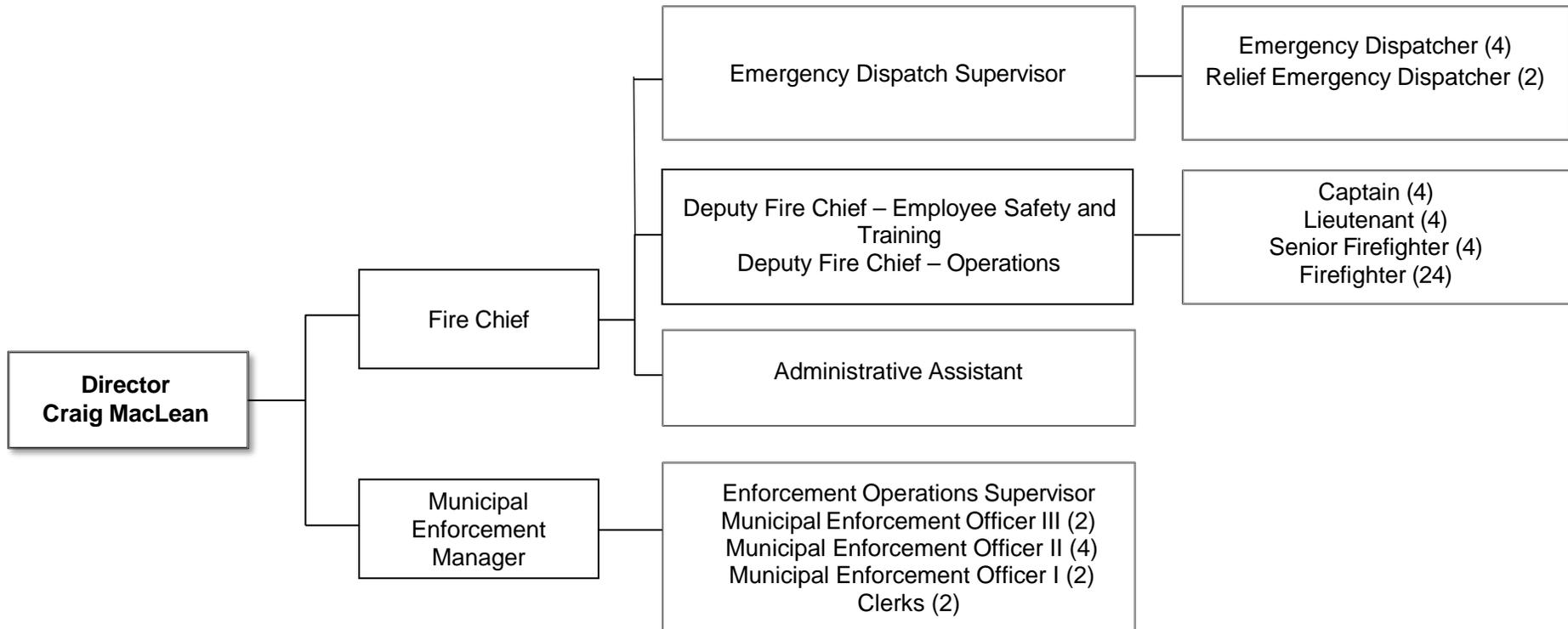
done through a preventative maintenance program that addresses the requirements of the facility daily, weekly, and monthly, and also through capital upgrades planned for the future needs of the facility.

City Hall Budget	2021 Budget (\$000's)	2021 Actuals (\$000's)	2022 Budget (\$000's)	2022 Forecast (\$000's)	2023 Budget (\$000's)	2024 Budget (\$000's)	2025 Budget (\$000's)	Note
Revenue								
User Charges	26	25	26	26	26	26	26	
Total Revenue	26	25	26	26	26	26	26	
Expenditures (by Activity)								
City Hall	665	612	723	719	789	801	817	
Total Expenditures (By Activity)	665	612	723	719	789	801	817	
Net Revenue (Expenditures)	(639)	(587)	(697)	(693)	(763)	(775)	(791)	
Expenditures (By Object)								
Wages & Benefits	250	245	265	265	264	269	273	
General Services	102	90	120	120	119	117	119	
Materials	11	2	11	11	11	11	11	
Maintenance	125	97	131	131	134	136	138	
Utility -Fuel	67	73	82	82	148	151	156	
Utility -Power	110	105	114	110	113	117	120	
Total Expenditures (By Object)	665	612	723	719	789	801	817	



GENERAL FUND – Public Safety

Department Staffing



GENERAL FUND – Public Safety

Staffing Summary

Staffing Summary	2021 Budget	2021 Actual	2022 Budget	2022 Forecast	2023 Budget	2024 Budget	2025 Budget	Note
Directorate	3.00	3.00	3.00	3.00	3.00	3.00	3.00	
Fire	42.50	42.50	47.00	47.00	46.00	48.00	48.00	(1), (2), (3)
Municipal Enforcement	11.00	11.00	11.00	11.00	11.00	11.00	11.00	
	56.50	56.50	61.00	61.00	60.00	62.00	62.00	
Permanent	56.50	56.50	61.00	61.00	60.00	62.00	62.00	
	56.50	56.50	61.00	61.00	60.00	62.00	62.00	

Note:

- (1) Four Fire Fighter positions were approved for 2022 and the half-time Administrative Assistant was made full-time in 2022.
- (2) Two additional Emergency Dispatcher positions are recommended in 2024.
- (3) The Deputy Fire Chief, Life Safety & Prevention position was eliminated in 2023.



GENERAL FUND – Public Safety

PUBLIC SAFETY DEPARTMENT

The Public Safety Department is responsible for three main core service areas: emergency preparedness, emergency services (fire, ambulance, rescue, hazardous materials and prevention), and by-law enforcement (municipal enforcement). The Director is

responsible for emergency preparedness and sets the overall course and objectives for the department. Managers head the Fire and Municipal Enforcement Divisions, and report to the Director.

Public Safety Budget	2021 Budget (\$000's)	2021 Actuals (\$000's)	2022 Budget (\$000's)	2022 Forecast (\$000's)	2023 Budget (\$000's)	2024 Budget (\$000's)	2025 Budget (\$000's)	Note
Revenue								
Grants	137	294	137	137	137	137	137	
User Charges	3,178	3,747	3,286	3,238	3,670	3,670	3,670	(1)
Total Revenue	3,315	4,041	3,423	3,375	3,807	3,807	3,807	
Expenditures (By Division)								
Directorate	689	421	548	548	588	612	636	
Fire	6,617	6,774	7,597	7,525	8,035	8,708	8,830	
Municipal Enforcement	1,448	1,270	1,514	1,502	1,513	1,565	1,619	
Total Expenditures (By Division)	8,754	8,465	9,659	9,575	10,136	10,885	11,085	
Net Revenue (Expenditures)	(5,439)	(4,424)	(6,236)	(6,200)	(6,329)	(7,078)	(7,278)	
Expenditure (by Object)								
Wages & Benefits	7,527	7,375	8,288	8,217	8,907	9,555	9,735	
General Services	224	217	381	368	256	362	366	
Materials	701	586	634	634	630	625	636	
Maintenance	52	43	60	63	61	62	63	
Utility -Fuel	49	30	40	39	47	48	49	
Utility -Power	70	67	72	68	69	71	73	
Vehicle -O&M	131	147	184	186	166	162	163	
Total Expenditures (By Object)	8,754	8,465	9,659	9,575	10,136	10,885	11,085	

Note:

(1) Starting in January 2023, medical response fees increase by 15%.

GENERAL FUND – Public Safety

Public Safety Directorate Budget	2021 Budget (\$000's)	2021 Actuals (\$000's)	2022 Budget (\$000's)	2022 Forecast (\$000's)	2023 Budget (\$000's)	2024 Budget (\$000's)	2025 Budget (\$000's)	Note
Revenue								
Total Revenue	-	-	-	-	-	-	-	
Expenditures (by Activity)								
Administrative	69	42	54	54	59	61	64	
Long Term Planning & Priority Setting	138	84	109	109	117	122	127	
Public Inquiry & Communication	138	84	109	109	117	122	127	
Team Leadership	138	84	109	109	117	122	127	
Legislation & Governance	206	127	167	167	178	185	191	
Total Expenditures (By Activity)	689	421	548	548	588	612	636	
Net Revenue (Expenditures)	(689)	(421)	(548)	(548)	(588)	(612)	(636)	
Expenditures (By Object)								
Wages & Benefits	580	320	541	541	577	601	625	
General Services	3	1	3	3	3	3	3	
Materials	106	100	4	4	8	8	8	(1)
Total Expenditures (By Object)	689	421	548	548	588	612	636	

Note:

(1) The budget for wildland fire mitigation \$100,000 was reallocated to Fire Division starting in 2022.



FIRE DIVISION

The Fire Division is an integrated service that provides emergency medical services (EMS) to supply emergency patient care and transport, in addition to traditional fire services such as fire suppression, rescue, dangerous goods response, and other types of response needed to protect property, people and the environment.

In addition to providing these response services, the division is responsible for life safety programs through the delivery of educational activities promoting a safe community as well as fire inspections of high risk and high occupancy structures to assess occupant safety. The division also manages the City's wildfire mitigation activity.

A key component and vital link for delivery of emergency services is the Public Safety Communications Center and dispatch services. This dispatch service coordinates communications between 9-1-1 for emergency dispatching. The dispatchers facilitate a safe, swift and appropriate response for firefighter-paramedics using computer and radio systems to share information instantly and seamlessly. Additionally, dispatchers provide service for Municipal Enforcement with call taking, dispatching of Officers, and status keeping of Officer's during responses. Dispatchers also provide service for the Public Works Department with SCADA monitoring, working alone status keeping, and after-hours call taking. Records management for all groups is a key responsibility for concise information and unified service delivery.

GENERAL FUND – Public Safety

Fire Budget	2021 Budget (\$000's)	2021 Actuals (\$000's)	2022 Budget (\$000's)	2022 Forecast (\$000's)	2023 Budget (\$000's)	2024 Budget (\$000's)	2025 Budget (\$000's)	Note
Revenue								
Grants	137	294	137	137	137	137	137	(1)
User Charges	2,115	2,849	2,223	2,323	2,607	2,607	2,607	(2)
Total Revenue	2,252	3,143	2,360	2,460	2,744	2,744	2,744	
Expenditures (by Activity)								
Administrative	867	895	988	979	1,062	1,110	1,122	
Dispatch Centre	843	795	1,029	1,016	970	1,312	1,360	
Life Safety & Prevention	288	297	327	326	705	736	746	
Operations	4,329	4,484	4,929	4,884	4,594	4,804	4,856	
Training	288	297	327	326	705	736	746	
Rounding	2	6	(3)	(6)	(1)	10	-	
Total Expenditures (By Activity)	6,617	6,774	7,597	7,525	8,035	8,708	8,830	
Net Revenue (Expenditures)	(4,365)	(3,631)	(5,237)	(5,065)	(5,291)	(5,964)	(6,086)	
Expenditures (By Object)								
Wages & Benefits	5,725	5,926	6,453	6,382	7,046	7,615	7,720	(3)
General Services	138	143	284	284	152	256	259	(4)
Materials	496	460	554	554	543	541	550	(5)
Maintenance	52	43	60	63	61	62	63	
Utility -Fuel	40	24	31	32	39	40	41	
Utility -Power	64	57	65	60	61	63	65	
Vehicle O&M	102	121	150	150	133	131	132	
Total Expenditures (By Object)	6,617	6,774	7,597	7,525	8,035	8,708	8,830	

Note:

- (1) The Ambulance and Highway Rescue and Giant Mine - Municipal Capacity Building grants.
- (2) The false alarm revenue increased substantially in 2022 which was attributed by certain properties and is not expected to continue in future years. Starting in January 2023, medical response fees increase by 15%.
- (3) The half-time Administrative Assistant position became full-time effective January 1, 2022 and four Fire Fighter positions were added in July 2022.
- (4) Telephone and communications, medical director, contracted costs and wildland fire mitigation.
- (5) Medical materials and supplies, protective gear and uniforms, and training aids.



GENERAL FUND – Public Safety

MUNICIPAL ENFORCEMENT DIVISION

The Municipal Enforcement Division continues to maintain safety and good order through the use of education, mediation, and fines in the enforcement of numerous City by-laws as well as various Northwest Territories Acts.

Municipal Enforcement Officers conduct proactive enforcement patrols primarily by vehicle and also by foot, bike, vehicle, and snowmobile. They assist the Fire Division and RCMP, and deliver safety programs in the community. The division also maintains approximately six hundred fifty-five on-street parking meters to facilitate orderly access to the Central Business District.

Municipal Enforcement Budget	2021 Budget (\$000's)	2021 Actuals (\$000's)	2022 Budget (\$000's)	2022 Forecast (\$000's)	2023 Budget (\$000's)	2024 Budget (\$000's)	2025 Budget (\$000's)	Note
Revenue								
User Charges	1,063	898	1,063	915	1,063	1,063	1,063	
Total Revenue	1,063	898	1,063	915	1,063	1,063	1,063	
Expenditures (by Activity)								
Administrative	436	382	455	451	482	502	518	
Court Duties	101	89	105	105	76	78	80	
Dog Control	73	65	76	74	76	78	80	
Parking Enforcement	216	191	224	222	255	266	275	
Public Inquiry & Communication	73	65	76	74	151	156	162	
Traffic Enforcement	550	481	577	573	469	483	501	
Rounding	(1)	(3)	1	3	4	2	3	
Total Expenditures (By Activity)	1,448	1,270	1,514	1,502	1,513	1,565	1,619	
Net Revenue (Expenditures)	(385)	(372)	(451)	(587)	(450)	(502)	(556)	
Expenditures (By Object)								
Wages & Benefits	1,222	1,129	1,294	1,294	1,284	1,339	1,390	
General Services	83	73	94	81	101	103	104	(1)
Materials	99	26	76	76	79	76	78	(2)
Utility - Fuel	9	6	9	7	8	8	8	
Utility - Power	6	10	7	8	8	8	8	
Vehicle O&M	29	26	34	36	33	31	31	
Total Expenditures (By Object)	1,448	1,270	1,514	1,502	1,513	1,565	1,619	

Note:

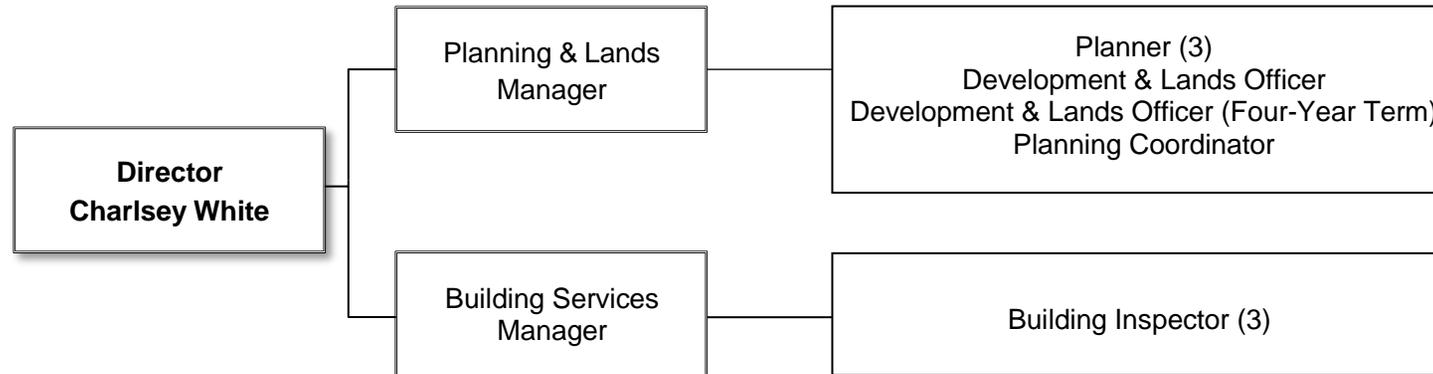
- (1) Dog pound contracted costs, towing charges, and officer safety services.
- (2) Uniforms, materials and parking meter maintenance.

THIS PAGE IS LEFT BLANK INTENTIONALLY



GENERAL FUND – Planning & Development

Department Staffing



Staffing Summary

Staffing Summary	2021 Budget	2021 Actual	2022 Budget	2022 Forecast	2023 Budget	2024 Budget	2025 Budget	Note
Directorate	3.00	3.00	3.00	3.00	3.00	3.00	3.00	
Building Services	3.00	3.00	3.00	3.00	3.00	3.00	3.00	
Planning & Lands	5.00	5.00	6.00	6.00	6.00	6.00	6.00	(1)
	11.00	11.00	12.00	12.00	12.00	12.00	12.00	
Permanent	11.00	11.00	11.00	11.00	11.00	11.00	11.00	
Part-time/Casual/Term	0.00	0.00	1.00	1.00	1.00	1.00	1.00	
	11.00	11.00	12.00	12.00	12.00	12.00	12.00	

Note:

(1) One four-year term Development and Lands Officer position was added in 2022.

GENERAL FUND – Planning & Development

PLANNING & DEVELOPMENT DEPARTMENT

The department focus is to establish and implement policies and regulations to guide the physical development of the city, in particular the use of land and buildings, while having regard for the impacts on the social, cultural, environmental and economic well-being of the community.

The Department consists of two divisions, each led by a Manager who reports to the Director: the Planning and Lands Division and the Building Services Division.

Planning & Development Budget	2021 Budget (\$000's)	2021 Actuals (\$000's)	2022 Budget (\$000's)	2022 Forecast (\$000's)	2023 Budget (\$000's)	2024 Budget (\$000's)	2025 Budget (\$000's)	Note
Revenue								
Grants	-	58	-	-	-	-	-	(1)
User Charges	281	915	376	414	376	376	376	
Total Revenue	281	973	376	414	376	376	376	
Expenditures (By Division)								
Directorate	673	512	584	517	626	650	668	
Planning & Lands	716	674	827	694	988	1,123	1,152	
Building Services	381	396	414	375	410	411	426	
Total Expenditures (By Division)	1,770	1,582	1,825	1,586	2,024	2,184	2,246	
Net Revenue (Expenditures)	(1,489)	(609)	(1,449)	(1,172)	(1,648)	(1,808)	(1,870)	
Expenditure (by Object)								
Wages & Benefits	1,498	1,451	1,641	1,431	1,750	1,811	1,862	(2)
General Services	199	102	111	97	97	149	151	(3)
Materials	70	28	70	55	74	71	80	(4)
Vehicle -O&M	3	1	3	3	3	3	3	
Others	-	-	-	-	100	150	150	(5)
Total Expenditures (By Object)	1,770	1,582	1,825	1,586	2,024	2,184	2,246	

Note:

- (1) The portion of 2021 COVID Safe Restart Funding allocated for permit relief.
- (2) The approved four-year term Development and Lands Officer position starts from July 2022.
- (3) The 2024 to 2025 allocations include \$50,000 for Capital Area Committee operations.
- (4) Heritage Committee expenses and office overhead.
- (5) To be funded by the Downtown Development Reserve.



GENERAL FUND – Planning & Development

Planning & Development Directorate Budget	2021 Budget (\$000's)	2021 Actuals (\$000's)	2022 Budget (\$000's)	2022 Forecast (\$000's)	2023 Budget (\$000's)	2024 Budget (\$000's)	2025 Budget (\$000's)	Note
Revenue								
Grants	-	58	-	-	-	-	-	(1)
Total Revenue	-	58	-	-	-	-	-	
Expenditures (by Activity)								
Administrative	68	51	59	52	63	65	67	
Long Term Planning & Priority Setting	135	102	116	103	125	130	133	
Public Inquiry & Communication	168	128	145	128	155	161	166	
Team Leadership	68	51	59	52	63	65	67	
Legislation & Governance	234	180	205	182	220	229	235	
Total Expenditures (By Activity)	673	512	584	517	626	650	668	
Net Revenue (Expenditures)	(673)	(454)	(584)	(517)	(626)	(650)	(668)	
Expenditures (By Object)								
Wages & Benefits	543	494	567	509	609	633	651	
General Services	125	18	16	7	16	16	16	
Materials	5	-	1	1	1	1	1	
Total Expenditures (By Object)	673	512	584	517	626	650	668	

Note:

(1) COVID-19 Safe Restart funding.

GENERAL FUND – Planning & Development

PLANNING & LANDS DIVISION

In accordance with the direction provided by Council, the Planning and Lands Division collaborates with residents, businesses and the community on the planning, development, acquisition and disposition of lands within Yellowknife.

The Division is responsible for a broad range of professional, administrative and technical services. These responsibilities include the creation, implementation and monitoring of long-range land use plans and local by-laws. Professional services related to land purchases and sales, land development and mapping are provided to clients.

The Zoning By-law, which is used to guide community growth in accordance with City Council's long-range land use plans, is administered by the department.

Staff also manage the City's land-related transactions, including purchases, sales, leases, agreements and coordination with territorial departments.



GENERAL FUND – Planning & Development

Planning & Lands Budget	2021 Budget (\$000's)	2021 Actuals (\$000's)	2022 Budget (\$000's)	2022 Forecast (\$000's)	2023 Budget (\$000's)	2024 Budget (\$000's)	2025 Budget (\$000's)	Note
Revenue								
User Charges	40	54	50	57	50	50	50	
Total Revenue	40	54	50	57	50	50	50	
Expenditures (by Activity)								
Administration & Enforcement of Land Admn By-Law	251	236	290	243	346	393	403	
Administration & Enforcement of Zoning By-law	287	268	330	278	346	393	403	
Legislation & Governance	73	68	83	69	99	113	115	
Long Term Planning & Priority Setting	106	100	123	103	198	223	229	
Rounding	(1)	2	1	1	(1)	1	2	
Total Expenditures (By Activity)	716	674	827	694	988	1,123	1,152	
Net Revenue (Expenditures)	(676)	(620)	(777)	(637)	(938)	(1,073)	(1,102)	
Expenditures (By Object)								
Wages & Benefits	586	568	693	580	753	784	810	(1)
General Services	67	79	70	65	73	125	127	(2)
Materials	62	27	63	48	61	63	64	(3)
Vehicle O&M	1	-	1	1	1	1	1	
Others (Downtown Development Incentives)	-	-	-	-	100	150	150	(4)
Total Expenditures (By Object)	716	674	827	694	988	1,123	1,152	

Note

- (1) The approved four-year term Development and Lands Officer position starts from July 2022.
- (2) The 2024 to 2025 allocations include \$50,000 for Capital Area Committee operations.
- (3) Heritage Committee expenses and office overhead.
- (4) To be funded by the Downtown Development Reserve.

GENERAL FUND – Planning & Development

BUILDING SERVICES DIVISION

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

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

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

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

Building Services Budget	2021 Budget (\$000's)	2021 Actuals (\$000's)	2022 Budget (\$000's)	2022 Forecast (\$000's)	2023 Budget (\$000's)	2024 Budget (\$000's)	2025 Budget (\$000's)	Note
Revenue								
User Charges	241	861	326	357	326	326	326	(1)
Total Revenue	241	861	326	357	326	326	326	
Expenditures (by Activity)								
Administration & Enforcement of Building By-law	287	295	310	280	306	307	319	
Public Inquiry & Communication	37	39	41	37	39	40	41	
Legislation & Governance	57	62	63	58	65	64	66	
Total Expenditures (By Activity)	381	396	414	375	410	411	426	
Net Revenue (Expenditures)	(140)	465	(88)	(18)	(84)	(85)	(100)	
Expenditures (By Object)								
Wages & Benefits	369	389	381	342	388	394	401	
General Services	7	5	25	25	8	8	8	(2)
Materials	3	1	6	6	12	7	15	(3)
Vehicle O&M	2	1	2	2	2	2	2	
Total Expenditures (By Object)	381	396	414	375	410	411	426	

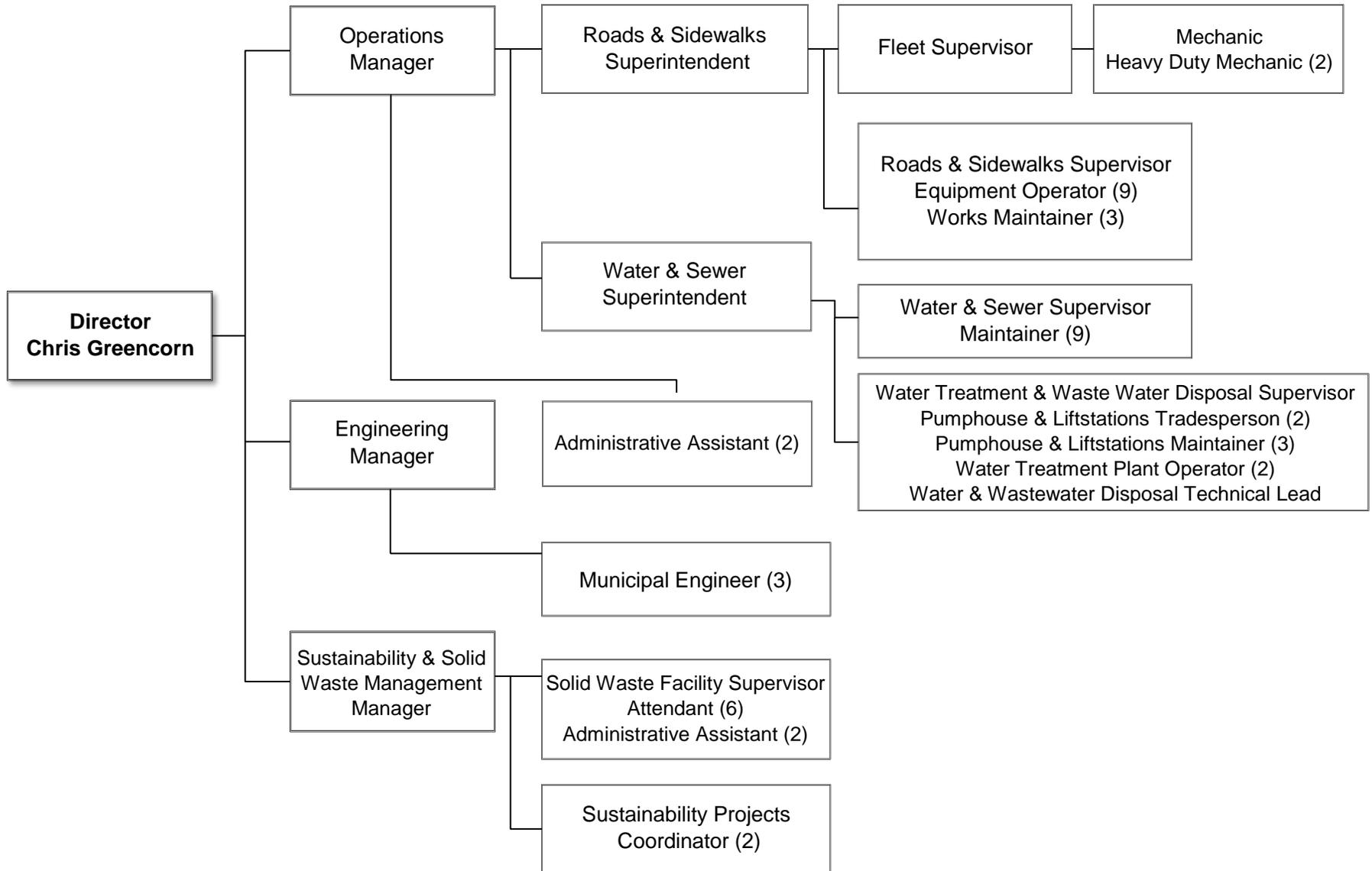
Note:

- (1) The 2021 Actual is higher than budget due to permit revenues from the Stanton Legacy Project.
- (2) The 2022 Budget and Forecast include \$18,000 for evaluation of the City's energy efficiency requirements compared to the 2020 National Building Codes and an allocation to develop accessible permit application forms.
- (3) The 2023 Budget includes a one-time allocation of \$8,600 for inspectors' uniforms and clothing.



GENERAL FUND – Public Works & Engineering

Department Staffing



GENERAL FUND – Public Works & Engineering

Staffing Summary

Staffing Summary	2021 Budget	2021 Actual	2022 Budget	2022 Forecast	2023 Budget	2024 Budget	2025 Budget	Note
Directorate	6.00	6.00	6.00	6.00	6.00	6.00	6.00	
City Garage	4.46	4.46	4.46	4.46	4.46	4.46	4.46	
Roads & Sidewalks	15.56	15.56	16.33	16.33	16.33	16.33	16.33	(1)
Solid Waste Management	10.07	10.07	11.07	11.07	12.87	12.87	12.87	(2), (3), (4)
Water and Sewer	21.95	21.95	22.62	22.62	23.22	23.22	23.22	(3), (5)
	58.04	58.04	60.48	60.48	62.88	62.88	62.88	
Permanent	53.00	53.00	57.00	57.00	59.00	59.00	59.00	(3), (4)
Part-time/Casual/Term	5.04	5.04	3.48	3.48	3.88	3.88	3.88	
	58.04	58.04	60.48	60.48	62.88	62.88	62.88	

Note:

- (1) A Works Maintainer position was added in 2022.
- (2) An Administrative Assistant position was added mid-2022.
- (3) A Manager, Environmental Monitoring and Compliance position is recommended in 2023, to be cost-shared between the Solid Waste Management Fund and the Water and Sewer Fund.
- (4) It is recommended to change the source of funding of the Sustainability Projects Coordinator position from the Capital Fund to the Solid Waste Management Fund, starting in 2023.
- (5) A Water and Sewer Maintainer position was added in 2022.



GENERAL FUND – Public Works & Engineering

PUBLIC WORKS & ENGINEERING DEPARTMENT

The Department of Public Works & Engineering strives to provide cost-effective and responsive municipal services to the public within the policies, objectives and budget outlined by City Council. The Department delivers programs in three areas: the Works Division, the Engineering Division, and the Sustainability and Solid Waste Division.

The Works Division carries out the operations and maintenance programs which cover the delivery of basic municipal services, including: piped or trucked water and sewer services to all City residents, garbage collection, maintenance and repair of the City's roadways and sidewalks, and vehicle servicing for all City departments.

The Engineering Division delivers and administers the City's capital works programs, which include major construction under the water and sanitation program (such as water treatment and sewage

disposal facilities), the roads and sidewalks program (new road construction, paving and concrete work), the land development program and major and minor capital works for other City departments.

The Sustainability and Solid Waste Division carries out the disposal of waste in accordance with regulations, and facilitates recycling.

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

GENERAL FUND – Public Works & Engineering

Public Works & Engineering Budget	2021 Budget (\$000's)	2021 Actuals (\$000's)	2022 Budget (\$000's)	2022 Forecast (\$000's)	2023 Budget (\$000's)	2024 Budget (\$000's)	2025 Budget (\$000's)	Note
Revenue								
Grants	-	(12)	-	-	-	-	-	
User Charges	363	317	413	413	413	413	413	
Total Revenue	363	305	413	413	413	413	413	
Expenditures (By Division)								
Directorate	898	827	951	958	982	1,003	1,021	
City Garage (Fleet Management)	822	896	842	930	994	1,029	1,020	
Public Transit	2,380	2,119	2,621	2,927	2,974	3,022	3,079	
Roads & Sidewalks	4,197	3,796	4,110	4,128	4,128	4,160	4,255	
Total Expenditures (By Division)	8,297	7,638	8,524	8,943	9,078	9,214	9,375	
Net Revenue (Expenditures)	(7,934)	(7,333)	(8,111)	(8,530)	(8,665)	(8,801)	(8,962)	
Expenditure (by Object)								
Wages & Benefits	3,286	3,231	3,497	3,372	3,586	3,659	3,735	
General Services	2,897	2,492	2,856	3,375	3,313	3,368	3,427	
Materials	707	555	769	744	728	718	706	
Maintenance	5	1	5	5	5	5	6	
Utility -Fuel	47	36	46	43	69	68	69	
Utility -Power	929	906	937	939	978	1,009	1,039	
Vehicle -O&M	1,205	1,117	1,234	1,285	1,254	1,238	1,258	
Internal Recoveries	(779)	(700)	(820)	(820)	(855)	(851)	(865)	
Total Expenditures (By Object)	8,297	7,638	8,524	8,943	9,078	9,214	9,375	



GENERAL FUND – Public Works & Engineering

Public Works & Engineering Directorate Budget	2021 Budget (\$000's)	2021 Actuals (\$000's)	2022 Budget (\$000's)	2022 Forecast (\$000's)	2023 Budget (\$000's)	2024 Budget (\$000's)	2025 Budget (\$000's)	Note
Revenue								
Grants	-	(12)	-	-	-	-	-	
Total Revenue	-	(12)	-	-	-	-	-	
Expenditures (by Activity)								
Administrative	89	82	95	95	98	100	102	
Long Term Planning & Priority Setting	359	330	380	383	393	400	407	
Public Inquiry & Communication	134	123	143	144	147	150	153	
Team Leadership	89	82	95	95	98	100	102	
Legislation & Governance	227	210	238	241	246	253	257	
Total Expenditures (By Activity)	898	827	951	958	982	1,003	1,021	
Net Revenue (Expenditures)	(898)	(839)	(951)	(958)	(982)	(1,003)	(1,021)	
Expenditures (By Object)								
Wages & Benefits	857	796	906	906	941	961	978	
General Services	14	20	25	32	25	26	27	
Materials	23	8	15	15	12	12	12	
Vehicle O&M	4	3	5	5	4	4	4	
Total Expenditures (By Object)	898	827	951	958	982	1,003	1,021	

GENERAL FUND – Public Works & Engineering

City Garage Budget	2021 Budget (\$000's)	2021 Actuals (\$000's)	2022 Budget (\$000's)	2022 Forecast (\$000's)	2023 Budget (\$000's)	2024 Budget (\$000's)	2025 Budget (\$000's)	Note
Revenue								
Total Revenue	-	-	-	-	-	-	-	
Expenditures (by Activity)								
Fleet Repair & Maintenance	1,280	1,278	1,330	1,399	1,478	1,503	1,509	
Garage & City Yard Maintenance	239	238	249	263	277	280	282	
Standby Generator Maintenance	79	78	83	87	92	93	94	
Maintenance Costs Allocated	(779)	(700)	(820)	(820)	(855)	(851)	(865)	(1)
Rounding	3	2	-	1	2	4	-	
Total Expenditures (By Activity)	822	896	842	930	994	1,029	1,020	
Net Revenue (Expenditures)	(822)	(896)	(842)	(930)	(994)	(1,029)	(1,020)	
Expenditures (By Object)								
Wages & Benefits	579	529	599	599	615	625	637	
General Services	33	126	35	127	135	136	136	
Materials	60	87	62	66	85	111	87	
Utility -Fuel	47	36	46	43	69	68	69	
Utility -Power	55	48	55	50	53	55	57	
Vehicle O&M	827	770	865	865	892	885	899	
Internal Recoveries	(779)	(700)	(820)	(820)	(855)	(851)	(865)	(1)
Total Expenditures (By Object)	822	896	842	930	994	1,029	1,020	

Note:

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



GENERAL FUND – Public Works & Engineering

Public Transit Budget	2021 Budget (\$000's)	2021 Actuals (\$000's)	2022 Budget (\$000's)	2022 Forecast (\$000's)	2023 Budget (\$000's)	2024 Budget (\$000's)	2025 Budget (\$000's)	Note
Revenue								
User Charges	263	274	313	313	313	313	313	
Total Revenue	263	274	313	313	313	313	313	
Expenditures (by Activity)								
Transit Operations	2,380	2,119	2,621	2,927	2,974	3,022	3,079	
Total Expenditures (By Activity)	2,380	2,119	2,621	2,927	2,974	3,022	3,079	
Net Revenue (Expenditures)	(2,117)	(1,845)	(2,308)	(2,614)	(2,661)	(2,709)	(2,766)	
Expenditures (By Object)								
General Services	2,367	2,118	2,606	2,912	2,961	3,009	3,065	(1)
Materials	8	-	10	10	8	8	8	
Maintenance	5	1	5	5	5	5	6	
Total Expenditures (By Object)	2,380	2,119	2,621	2,927	2,974	3,022	3,079	

Note:

(1) The public transit contracted costs forecast for 2022 is higher than Budget 2022 due to the increase in fuel costs. The 2023 to 2025 allocations include an additional \$310,000 for transit contracted costs due to the implementation of new routes and increases in the contractor's hourly rates.

GENERAL FUND – Public Works & Engineering

Roads & Sidewalks Budget	2021 Budget (\$000's)	2021 Actuals (\$000's)	2022 Budget (\$000's)	2022 Forecast (\$000's)	2023 Budget (\$000's)	2024 Budget (\$000's)	2025 Budget (\$000's)	Note
Revenue								
User Charges	100	43	100	100	100	100	100	(1)
Total Revenue	100	43	100	100	100	100	100	
Expenditures (by Activity)								
Administrative	207	188	203	205	205	206	209	
Snow & Ice Control	1,890	1,709	1,850	1,857	1,858	1,870	1,915	
Storm & Ditch Maintenance	207	188	203	205	205	206	209	
Street Maintenance	1,470	1,329	1,439	1,445	1,442	1,451	1,488	
Traffic Signals & Lighting	420	380	412	415	415	416	426	
Rounding	3	2	3	1	3	11	8	
Total Expenditures (By Activity)	4,197	3,796	4,110	4,128	4,128	4,160	4,255	
Net Revenue (Expenditures)	(4,097)	(3,753)	(4,010)	(4,028)	(4,028)	(4,060)	(4,155)	
Expenditures (By Object)								
Wages & Benefits	1,850	1,906	1,992	1,867	2,030	2,073	2,120	(2)
General Services	483	228	190	304	192	197	199	
Materials	616	460	682	653	623	587	599	
Utility -Power	874	858	882	889	925	954	982	
Vehicle O&M	374	344	364	415	358	349	355	
Total Expenditures (By Object)	4,197	3,796	4,110	4,128	4,128	4,160	4,255	

Note:

- (1) Quarry revenues.
- (2) A Works Maintainer position was added in 2022.



SOLID WASTE MANAGEMENT FUND

The Solid Waste Facility (SWF) is responsible for the disposal of waste in accordance with regulations and facilitates recycling.

Solid Waste Management Fund	2021 Budget (\$000's)	2021 Actuals (\$000's)	2022 Budget (\$000's)	2022 Forecast (\$000's)	2023 Budget (\$000's)	2024 Budget (\$000's)	2025 Budget (\$000's)	Note
Revenue								
Government Grants	-	1	-	-	-	-	-	
User Fees								
Solid Waste Levy	1,209	1,214	1,343	1,343	1,509	1,692	1,745	(1)
Tipping Fees	2,293	2,738	2,372	2,372	2,854	3,169	3,236	(1)
Sales of Recyclables	5	38	20	80	40	40	40	
Total Revenue	3,507	3,991	3,735	3,795	4,403	4,901	5,021	
Net Revenue	3,507	3,991	3,735	3,795	4,403	4,901	5,021	
Expenditures (By Activity)								
Waste Collection	419	393	401	401	457	484	513	
Waste Processing	1,608	1,657	1,856	1,853	2,113	2,168	2,225	
Waste Recycling	451	365	469	574	494	505	515	
Site Restoration/Closure								
Annual Accrual	511	(3,346)	880	880	1,373	1,373	1,373	
Amortization	1,145	1,069	1,166	1,166	1,117	1,352	1,353	
Total Expenditures	4,134	138	4,772	4,874	5,554	5,882	5,979	
Net Revenue (Expenditures)	(627)	3,853	(1,037)	(1,079)	(1,151)	(981)	(958)	
Interfund Transfers								
(To) From General Fund	(349)	(349)	(358)	(358)	(394)	(402)	(410)	(2)
Total Interfund Transfers	(349)	(349)	(358)	(358)	(394)	(402)	(410)	
Change in Fund Balance								
Before Reallocation of Expenses Related to Investment in Tangible Capital Assets	(976)	3,504	(1,395)	(1,437)	(1,545)	(1,383)	(1,368)	
Reallocation of Expenses Related to Investment in Tangible Capital Assets	1,145	1,069	1,166	1,166	1,117	1,352	1,353	
Change in Fund Balance	169	4,573	(229)	(271)	(428)	(31)	(15)	
Opening Balance	(12,752)	(12,675)	(12,788)	(8,102)	(8,373)	(8,801)	(8,832)	
Closing Balance	(12,583)	(8,102)	(13,017)	(8,373)	(8,801)	(8,832)	(8,847)	(3)

SOLID WASTE MANAGEMENT FUND

Solid Waste Management Fund	2021 Budget (\$000's)	2021 Actuals (\$000's)	2022 Budget (\$000's)	2022 Forecast (\$000's)	2023 Budget (\$000's)	2024 Budget (\$000's)	2025 Budget (\$000's)	Note
Expenditures (By Object)								
Wages & Benefits	1,254	1,117	1,354	1,353	1,623	1,671	1,720	(4)
General Services	841	936	962	1,067	1,022	1,061	1,101	
Materials	65	58	66	67	65	66	67	
Maintenance	97	81	101	101	103	105	107	
Utility - Fuel	74	75	80	81	84	85	86	
Utility - Power	63	62	66	62	66	68	70	
Vehicle O&M & Fuel	84	86	97	97	101	101	102	
Amortization	1,145	1,069	1,166	1,166	1,117	1,352	1,353	
Others	511	(3,346)	880	880	1,373	1,373	1,373	
Total Expenditures (By Object)	4,134	138	4,772	4,874	5,554	5,882	5,979	

Note:

- (1) Revenues are estimated based on user fee increases of 11% each year in 2023 and 2024 and 2.11% in 2025.
- (2) The administration fee transferred to the General Fund is based on the estimated cost of administrative services provided to the Solid Waste Management Fund.
- (3) The negative closing balance is largely due to landfill closure liability, which saw a one-time adjustment of \$16.1M in 2014 and annual accruals of between \$0.4M to \$1.4M since then.
- (4) The Administrative Assistant position, supporting the operation of the weigh-out scale, was approved to start mid-2022. Manager, Environment Monitoring and Compliance position, cost-shared with the Water & Sewer Fund, is recommended in 2023. One of the Sustainability Projects Coordinators is currently funded by the Capital Fund. It is recommended that this position be funded by the Solid Waste Management Fund, starting in 2023.



WATER & SEWER FUND

The Water & Sewer Fund’s activities include all aspects of establishing, operating and maintaining buildings, equipment and work related to the supply and treatment of potable water, distribution

of potable water, and collection, treatment and disposal of sewage. These costs are recovered through charges to service users.

Water & Sewer Fund	2021 Budget (\$000's)	2021 Actuals (\$000's)	2022 Budget (\$000's)	2022 Forecast (\$000's)	2023 Budget (\$000's)	2024 Budget (\$000's)	2025 Budget (\$000's)	Note
Revenue								
Government Grants	386	427	429	429	429	429	429	
User Charges								
Piped Water	8,360	8,657	8,863	8,863	8,868	8,872	8,877	(1)
Trucked Water	1,428	1,488	1,488	1,488	1,493	1,498	1,503	(1)
Other User Charges	100	89	85	87	115	115	115	(2)
Total Revenue	10,274	10,661	10,865	10,867	10,905	10,914	10,924	
Allocated to Capital	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	
Net Revenue	9,274	9,661	9,865	9,867	9,905	9,914	9,924	
Expenditures (By Activity)								
Sewage Disposal	2,331	2,125	2,479	2,474	2,610	2,623	2,681	
Water Distribution	5,395	4,979	5,689	5,640	6,173	6,034	6,105	
Amortization	6,156	6,047	6,387	6,387	6,766	6,663	6,935	
Total Expenditures	13,882	13,151	14,555	14,501	15,549	15,320	15,721	
Net Revenue (Expenditures)	(4,608)	(3,490)	(4,690)	(4,634)	(5,664)	(5,406)	(5,797)	
Interfund Transfers								
(To) From General Fund	(1,145)	(1,145)	(1,174)	(1,174)	(1,200)	(1,230)	(1,261)	(3)
Total Interfund Transfers	(1,145)	(1,145)	(1,174)	(1,174)	(1,200)	(1,230)	(1,261)	
Change in Fund Balance								
Before Reallocation of Expenses Related to Investment in Tangible Capital Assets	(5,753)	(4,635)	(5,864)	(5,808)	(6,844)	(6,536)	(7,058)	
Reallocation of Expenses Related to Investment in Tangible Capital Assets	6,156	6,047	6,387	6,387	6,766	6,663	6,935	
Change in Fund Balance	403	1,412	523	579	(78)	27	(123)	
Opening Balance	1,399	2,159	3,179	3,571	4,150	4,072	4,099	
Closing Balance	1,802	3,571	3,702	4,150	4,072	4,099	3,976	

WATER & SEWER FUND

Water & Sewer Fund	2021 Budget (\$000's)	2021 Actuals (\$000's)	2022 Budget (\$000's)	2022 Forecast (\$000's)	2023 Budget (\$000's)	2024 Budget (\$000's)	2025 Budget (\$000's)	Note
Expenditures (By Object)								
Wages & Benefits	2,734	2,634	2,934	2,831	3,096	3,182	3,246	(4)
General Services	2,304	2,093	2,433	2,436	2,592	2,555	2,598	(5)
Materials	428	297	438	463	426	433	448	
Maintenance	163	91	171	171	173	177	180	
Utility -Fuel	550	488	596	625	901	666	620	
Utility -Power	1,417	1,390	1,453	1,445	1,478	1,527	1,574	
Vehicle O&M & Fuel	130	111	143	143	117	117	120	
Amortization	6,156	6,047	6,387	6,387	6,766	6,663	6,935	
Total Expenditures (By Object)	13,882	13,151	14,555	14,501	15,549	15,320	15,721	

Note:

- (1) Revenues are estimated based on no user fees increase for 2023 to 2025.
- (2) Utility penalties.
- (3) An Administrative Fee, based on the estimated cost of administrative services provided to the Water and Sewer Fund, is transferred to the General Fund each year.
- (4) The Manager, Environmental Monitoring and Compliance position is recommended in 2023 and it is to be cost-shared with the Solid Waste Management Fund.
- (5) Water delivery and sewage pump out contracted costs.



LAND DEVELOPMENT FUND

This Fund supports all aspects of acquiring, developing, and disposing of municipal lands including:

- Conceptual development plans and comprehensive plans for development areas;
- Property appraisal, legal survey and mapping related to lands for disposal, as well as engineering and constructing infrastructure required in the development area;
- Recovery, through the sale of public lands, of all direct, indirect and associated costs related to municipal lands in accordance with the Land Administration By-law; and
- Utility infrastructure installed on public rights-of-way in new subdivisions/development areas (which becomes the responsibility of the Water and Sewer Fund upon final acceptance by the City).

LAND DEVELOPMENT FUND

Land Development Fund	2021 Budget (\$000's)	2021 Actuals (\$000's)	2022 Budget (\$000's)	2022 Forecast (\$000's)	2023 Budget (\$000's)	2024 Budget (\$000's)	2025 Budget (\$000's)	Note
Revenue								
User Charges								
Land Leases & Other Revenue	500	508	500	500	480	480	480	
Land Sales	2,492	3,118	3,421	1,376	1,958	1,173	333	(1)
Total Revenue	2,992	3,626	3,921	1,876	2,438	1,653	813	
Expenditures (By Activity)								
Land	892	1,362	1,900	2,634	789	626	80	(2)
Total Expenditures	892	1,362	1,900	2,634	789	626	80	
Net Revenue (Expenditure)	2,100	2,264	2,021	(758)	1,649	1,027	733	
Interfund Transfers								
(To) From General Fund	(379)	(379)	(389)	(389)	(540)	(551)	(562)	(3)
(To) From Reserve	(20)	(23)	(20)	2,255	-	-	-	
(To) From Capital Fund	(210)	-	(3,397)	(597)	(900)	(2,000)	(1,000)	(4), (5)
Total Interfund Transfers	(609)	(402)	(3,806)	1,269	(1,440)	(2,551)	(1,562)	
Change in Fund Balance								
Before Reallocation of Expenses Related to Investment in Tangible Capital Assets	1,491	1,862	(1,785)	511	209	(1,524)	(829)	
Reallocation of Expenses Related to Investment in Tangible Capital Assets	-	(245)	-	-	-	-	-	
Change in Fund Balance	1,491	1,617	(1,785)	511	209	(1,524)	(829)	
Opening Balance	8,109	8,725	8,938	10,342	10,853	11,062	9,538	
Closing Balance	9,600	10,342	7,153	10,853	11,062	9,538	8,709	

note:

- (1) Land sale estimates for 2023 through 2025 are based on anticipated sales of parcels in the Bristol commercial area, Niven Lake Phases 5 and 7, and Engle Business District Phase 2.
- (2) When land from the land inventory is resold, the value of the land is shown as an expenditure.
- (3) An Administrative Fee, based on the estimated cost of administrative services provided to the Land Fund, is transferred to the General Fund each year.
- (4) The infrastructure development costs are reported as investments in capital assets so related amounts are transferred to the Capital Fund. It is estimated that the total projects to be carried forward to 2023 are about \$4.9 million. The closing balance will be reduced when these allocations are spent.
- (5) The 2023 Budget includes allocations for Area Development Plans, creating infill lots in Old Town, Downtown and Central Residential areas, and developing commercial and industrial lots for resale.



SERVICE CONNECTION FAILURE ASSISTANCE FUND

The Service Connection Failure Assistance Fund provides property owners with financial support towards the repair of water and sewer service failures that occur between the City main and a building

foundation. It is funded by a levy on monthly utility bills and governed by City of Yellowknife By-law No. 4664.

Service Connection Failure Assistance Fund	2021 Budget (\$000's)	2021 Actuals (\$000's)	2022 Budget (\$000's)	2022 Forecast (\$000's)	2023 Budget (\$000's)	2024 Budget (\$000's)	2025 Budget (\$000's)	Note
Revenue								
User Charges								
Insurance Premium	1,200	1,213	1,213	1,213	1,210	1,210	1,210	
Insurance Deductible	40	30	40	40	40	40	40	
Total Revenue	1,240	1,243	1,253	1,253	1,250	1,250	1,250	
Expenditures (By Activity)								
Contracted Services	811	1,108	816	816	802	792	781	
Materials	122	95	122	122	125	127	129	
Labour & Equipment	308	296	315	315	323	331	340	
Total Expenditures	1,241	1,499	1,253	1,253	1,250	1,250	1,250	
Net Revenue (Expenditure)	(1)	(256)	-	-	-	-	-	
Interfund Transfers								
Total Interfund Transfers	-	-	-	-	-	-	-	
Change in Fund Balance	(1)	(256)	-	-	-	-	-	
Opening Balance	1,611	1,812	1,989	1,556	1,556	1,556	1,556	
Closing Balance	1,610	1,556	1,989	1,556	1,556	1,556	1,556	

SERVICE CONNECTION FAILURE ASSISTANCE FUND

THIS PAGE LEFT BLANK INTENTIONALLY



CAPITAL FUND

Capital Fund Summary	2021 Budget	2021 Actuals	2021 Carry Forward	2022 Budget	2022 Forecast	2023 Budget	2024 Budget	2025 Budget	Note
	(\$000's)	(\$000's)	(\$000's)	(\$000's)	(\$000's)	(\$000's)	(\$000's)	(\$000's)	
Revenue									
Taxation	269	7,632	-	1,000	1,000	720	1,000	1,000	
Government Transfers									
Formula Funding	7,829	7,828	-	7,828	7,860	7,860	7,860	7,860	
Other Grants	12,249	8,528	-	23,618	24,470	36,180	23,473	27,531	
User Charges	2,998	3,087	-	3,083	3,082	3,094	3,098	3,102	
Total Revenue	23,345	27,075	-	35,529	36,412	47,854	35,431	39,493	
Expenditures									
Carryforward Projects	3,503	-	-	3,602	-	4,390	-	-	(1)
Total Expenditures	19,004	12,891	19,373	45,789	43,711	72,275	38,614	39,304	
Net Revenue (Expenditures)	4,341	14,184	(19,373)	(10,260)	(7,299)	(24,421)	(3,183)	189	
Debentures									
Debenture Proceeds	-	-	-	10,001	10,001	-	-	-	(2)
Debenture Interest	(409)	(410)	-	(503)	(503)	(694)	(616)	(538)	
Debt Principal Repayments	(1,711)	(1,711)	-	(1,976)	(1,976)	(2,253)	(2,280)	(2,359)	
Debenture Total	(2,120)	(2,121)	-	7,522	7,522	(2,947)	(2,896)	(2,897)	
Interfund Transfers									
To Reserve	(2,120)	(2,120)	-	(1,810)	(1,810)	(2,526)	(2,731)	(2,731)	
From Reserve	1,980	2,115	-	1,588	3,444	2,960	3,614	1,742	
(To) From Land Development Fund	210	-	-	3,398	597	900	2,000	1,000	
(To) From General Fund	-	(51)	-	-	-	-	-	-	
Total Interfund Transfers	70	(56)	-	3,176	2,231	1,334	2,883	11	
Change in Fund Balance	2,291	12,007	(19,373)	438	2,454	(26,034)	(3,196)	(2,697)	
Opening Balance	19,795	23,095	-	25,162	35,102	37,556	11,522	8,326	
Closing Balance	22,086	35,102	(19,373)	25,600	37,556	11,522	8,326	5,629	

Note:

- (1) Carryforward amounts exclude those projects to be financed by reserves and deferred revenues.
- (2) The City borrowed \$10 million for the Aquatic Centre in 2022.

CAPITAL FUND

Capital Financing	2021 Budget (\$000's)	2021 Actuals (\$000's)	2022 Budget (\$000's)	2022 Forecast (\$000's)	2023 Budget (\$000's)	2024 Budget (\$000's)	2025 Budget (\$000's)	Notes
Property Taxation								
Debt Principal	1,711	1,711	1,976	1,976	2,253	2,280	2,359	
Debt Interest	409	410	503	503	694	616	538	
Additional	(1,851)	5,511	(1,479)	(1,479)	(2,227)	(1,896)	(1,897)	
Total Property Taxation	269	7,632	1,000	1,000	720	1,000	1,000	
Formula Funding	7,829	7,828	7,828	7,860	7,860	7,860	7,860	
Grants								
Government of Canada								
Canada Community -Building Fund	6,351	5,463	6,140	5,989	19,471	5,717	5,717	
Disaster Mitigation & Adaption Fund	750	74	750	750	750	6,750	15,848	
Small Communities Fund	-	622	10,525	11,964	-	-	-	
Other Government of Canada Grants	-	100	-	-	-	-	-	
Total Government of Canada Grants	7,101	6,259	17,415	18,703	20,221	12,467	21,565	
Government of the NWT								
Community Public Infrastructure Fund	3,718	2,140	2,159	1,965	7,775	3,718	3,718	
Investing in Canada Infrastructure Program	1,350	118	3,964	3,256	8,104	7,208	2,168	
MACA Recreation Grant	80	9	80	160	80	80	80	
Other GNWT Grants	-	(6)	-	85	-	-	-	
Total Government of the NWT Grants	5,148	2,261	6,203	5,466	15,959	11,006	5,966	
Donations	-	8	-	301	-	-	-	
Total Grants	12,249	8,528	23,618	24,470	36,180	23,473	27,531	



CAPITAL FUND

Capital Financing	2021 Budget (\$000's)	2021 Actuals (\$000's)	2022 Budget (\$000's)	2022 Forecast (\$000's)	2023 Budget (\$000's)	2024 Budget (\$000's)	2025 Budget (\$000's)	Notes
User Charges								
Water & Sewer Allocation	1,000	1,000	1,000	1,000	1,000	1,000	1,000	
Water & Sewer Infrastructure Levy	1,998	2,087	2,083	2,082	2,094	2,098	2,102	
Total User Charges	2,998	3,087	3,083	3,082	3,094	3,098	3,102	
Interfund Transfers								
From Reserves								
Information Technology	627	477	310	714	327	400	295	
Major Community Facility	-	-	-	2,430	751	-	-	
Mobile Equipment Replacement	1,353	1,638	1,278	300	1,882	3,214	1,447	
Total Transfers from Reserve	1,980	2,115	1,588	3,444	2,960	3,614	1,742	
To Reserve								
Information Technology	(650)	(650)	(310)	(310)	(295)	(500)	(500)	
Mobile Equipment Replacement	(1,470)	(1,470)	(1,500)	(1,500)	(2,231)	(2,231)	(2,231)	
Total Transfers to Reserve	(2,120)	(2,120)	(1,810)	(1,810)	(2,526)	(2,731)	(2,731)	
To General Fund								
From Capital Fund	-	(51)	-	-	-	-	-	
From Land Development Fund								
To Capital Fund	210	-	3,398	597	900	2,000	1,000	
Total Interfund Transfers	70	(56)	3,176	2,231	1,334	2,883	11	
Total Capital Financing	23,415	27,019	38,705	38,643	49,188	38,314	39,504	

CAPITAL FUND

THIS PAGE LEFT BLANK INTENTIONALLY



CAPITAL FUND – 2023 Capital Projects

Capital Projects	2021	2021	2021	2022	2022	2023	2024	2025	Note
	Budget (\$000's)	Actuals (\$000's)	Carry Forward (\$000's)	Budget (\$000's)	Forecast (\$000's)	Budget (\$000's)	Budget (\$000's)	Budget (\$000's)	
Accessibility Audit/Implementation	581	1,708	737	567	1,100	595	550	400	
Aquatic Centre	-	830	5,280	20,757	26,037	43,057	3,588	-	
Arbour Development	-	-	-	-	-	-	250	-	
Arbour Development Study	50	-	50	-	50	-	-	-	
Art & Culture Master Plan	75	25	50	-	50	-	-	-	
Asset Management -Projects	-	70	313	300	400	340	430	370	
Backup Power Liftstation Generator Installation	-	135	201	-	71	-	-	-	
Baling Facility- Mechanical Upgrades	-	-	8	-	-	-	-	-	
Budget Management	-	-	25	-	25	-	-	-	
Cemetery Expansion/Irrigation- DNU	-	-	-	-	1	-	-	-	
CEP Community Outreach	-	-	32	-	1	-	-	-	
CEP Interior LED Lighting	-	5	334	-	250	-	-	-	
CEP Waste Strategic Plan	-	11	39	-	-	-	-	-	
City Hall Upgrades	-	79	175	-	175	-	-	-	
Columbarium Park	150	17	151	-	80	-	-	-	
Community Energy Plan Projects	-	144	-	-	30	-	100	-	
Community Services Land Fund Capital Projects	-	-	1,900	-	-	-	-	-	
Curling Club Upgrades	-	-	-	150	150	-	-	-	
Curling Rink Brine Line Replacement	-	-	-	-	-	615	-	-	
Design and Construction Standards	-	41	-	-	41	-	-	-	
Development & Building Permit Automation	125	41	84	-	84	-	-	-	
Email Management	-	21	-	-	4	-	-	-	
Emergency Radio Infrastructure Renewal	90	70	20	-	20	-	-	-	
FDM Software	-	27	19	-	25	-	-	-	
Fire Hall Emergency Response Equipment	69	50	-	-	-	-	-	-	
Fire Hall Equipment	-	-	-	175	175	95	58	58	
Fire Hall Expansion/ Renovation	251	30	221	295	566	4,449	2,551	-	
Fleet Management	1,353	1,454	878	1,278	300	1,882	3,214	1,447	
Folk on the Rocks Rehabilitation	-	31	-	-	-	-	-	-	

CAPITAL FUND – 2023 Capital Projects

Capital Projects	2021 Budget (\$000's)	2021 Actuals (\$000's)	2021 Carry Forward (\$000's)	2022 Budget (\$000's)	2022 Forecast (\$000's)	2023 Budget (\$000's)	2024 Budget (\$000's)	2025 Budget (\$000's)	Note
High Water Level Study	-	-	-	-	-	-	50	250	
Hydroseeder Solid Waste Facility	-	-	-	-	105	-	-	-	
Implementation of 50/50 Recommendations	-	-	25	-	-	-	-	-	
Information Technology Infrastructure Renewal	337	245	92	310	402	327	400	295	
Intersections Widening & New Traffic Lights	-	2	-	-	-	-	-	-	
Lagoon Control Structure Replacement	550	15	774	125	50	-	-	-	
Lagoon Sludge Removal	1,800	76	2,149	950	900	2,800	2,800	2,800	
Land Fund Capital Projects	210	-	206	3,350	597	900	2,000	1,000	
Land Surveying (Commissioners)	-	-	-	600	200	-	-	100	
Library/Arts Centre Development	-	-	-	-	-	-	-	2,500	
Lift Station #1 Replacement	-	-	350	-	350	3,260	5,500	200	
McMeekan Causeway Abutment Stabilization	-	6	-	-	-	-	-	-	
Monitoring Well Installation	-	58	-	-	-	-	-	-	
Multiplex Ice Plant Maintenance/Upgrade	170	-	170	-	250	-	-	-	
New Landfill/ Landfill Expansion	350	63	323	-	323	-	2,160	3,960	
Outdoor Recreation	-	-	-	-	-	165	555	-	
Park Development	-	17	-	-	-	-	-	-	
Park Equipment Replacement	115	33	82	135	217	250	490	150	
Patching Program	-	-	-	-	325	330	338	349	
Paving Block 501	-	-	-	-	144	-	-	-	
Paving Program	2,500	2,477	23	4,075	250	6,465	-	200	
Paving Program - ICIP	-	63	-	-	2,856	-	-	-	
PH#4 Water Truckfill Safety Project	350	105	345	150	234	-	-	-	
Phone System	-	18	-	-	-	-	-	-	
Public Transit Review	-	8	-	-	19	-	-	-	
Pump Replacement Program	-	61	-	-	-	-	-	-	
Pumphouse & Liftstation Upgrades	-	-	10	-	10	-	-	-	
Recycling Storage Building	-	-	-	-	-	-	50	650	
RIMP Building Structural Assessment	-	-	-	75	-	-	-	-	
Self-Contained Breathing Apparatus	-	97	-	-	-	-	-	-	
Sewage Force Main Twinning	150	17	240	750	50	-	-	-	
Site Restoration/Landfill Closure	-	152	-	-	-	-	75	-	



CAPITAL FUND – 2023 Capital Projects

Capital Projects	2021	2021	2021	2022	2022	2023	2024	2025	
	Budget	Actuals	Carry Forward	Budget	Forecast	Budget	Budget	Budget	Note
	(\$000's)								
Solid Waste Facility Upgrades	-	272	-	-	-	-	-	-	
Submarine Line Contracted Costs	1,000	98	2,724	1,000	1,000	1,000	9,000	21,130	
Surface Replacements	-	-	-	-	-	405	300	225	
Sustainability Coordinator	120	127	-	140	140	-	-	-	
SWMP Implementation	-	-	90	-	-	-	-	-	
Tommy Forrest Ball Park Upgrades	-	15	-	-	-	-	-	-	
Traffic Lights Upgrades	70	75	28	70	98	70	70	70	
Trail Development	-	-	-	210	105	-	-	-	
Transfer Station & Cell Access Improvement	-	-	99	-	-	-	-	-	
W&S Federal Funded - PAVING - ICIP	-	-	-	-	585	-	-	-	
Water & Sewer Infrastructure Replacement	4,750	3,972	213	4,225	3,853	-	100	2,000	
Water & Sewer Replacement - PAVING	-	506	109	-	109	-	-	-	
Water Licence Project- Fiddler's Lake Treatment System Projects	-	-	-	-	-	400	1,065	1,050	
Water Licence Project - Landfill Leachate Retention and Treatment	-	-	-	-	-	430	2,770	-	
Water Licence Projects - Solid Waste Management	-	-	-	-	-	50	150	100	
Water Treatment Plant Pellet Boiler	-	-	361	2,500	361	-	-	-	
Webcasting	-	79	106	-	106	-	-	-	
Weigh Out Station At SWF	-	170	-	-	100	-	-	-	
Wetland and GSL Monitoring	-	-	115	-	115	-	-	-	
Wildland Fire Mitigation Emergency Measures	-	80	-	-	-	-	-	-	
Wireless Infrastructure	75	1	74	-	74	-	-	-	
YKCA Upgrade - Contracted Costs	210	102	148	-	148	-	-	-	
Total Capital Projects	15,501	13,799	19,373	42,187	43,711	67,885	38,614	39,304	

CAPITAL FUND – 2023 Capital Projects

Capital Projects	2023 Budget (\$000's)	Formula Funding (\$000's)	Canada Community- Building Fund (\$000's)	Other Grants (\$000's)	Community Public Infrastructure (\$000's)	IT Reserve (\$000's)	Mobile Equipment Replacement Reserve (\$000's)	Major Community Facility Reserve (\$000's)	User Fees (\$000's)	Land Fund (\$000's)
Accessibility Implementation	595	(595)	-	-	-	-	-	-	-	-
Aquatic Centre	43,057	(21,916)	(19,041)	-	(1,349)	-	-	(751)	-	-
Asset Management	340	(340)	-	-	-	-	-	-	-	-
Curling Rink Brine Line Replacement Sand Floor	615	-	-	-	(615)	-	-	-	-	-
Fire Hall Equipment	95	(95)	-	-	-	-	-	-	-	-
Firehall Renovations/ Expansion	4,449	(4,449)	-	-	-	-	-	-	-	-
Fleet Management	1,882	-	-	-	-	-	(1,882)	-	-	-
Information Technology Infrastructure Renewal	327	-	-	-	-	(327)	-	-	-	-
Lagoon Sludge Removal	2,800	-	-	(2,100)	(700)	-	-	-	-	-
Land Fund Capital Projects	900	-	-	-	-	-	-	-	-	(900)
Lift Station #1 Replacement	3,260	-	-	(2,445)	(815)	-	-	-	-	-
Outdoor Recreation	165	-	-	-	(165)	-	-	-	-	-
Park Equipment Replacement	250	-	-	(80)	(170)	-	-	-	-	-
Patching Program	330	-	-	-	(330)	-	-	-	-	-
Paving Program	6,465	-	-	(3,559)	(2,906)	-	-	-	-	-
Submarine Water Supply Line Replacement	1,000	-	-	(750)	(250)	-	-	-	-	-
Surface Replacements	405	-	-	-	(405)	-	-	-	-	-
Traffic Light Upgrades	70	-	-	-	(70)	-	-	-	-	-
Water Licence Project - Fiddler's Lake Treatment System Projects	400	-	-	-	-	-	-	-	(400)	-
Water Licence Project - Landfill Leachate Retention and Treatment	430	-	(430)	-	-	-	-	-	-	-
Water Licence Projects - Solid Waste Management	50	-	-	-	-	-	-	-	(50)	-
Total Capital Projects	67,885	(27,395)	(19,471)	(8,934)	(7,775)	(327)	(1,882)	(751)	(450)	(900)



CAPITAL FUND – 2023 Capital Projects

Department CS Community Services
Project 50036570 Accessibility Implementation

Division Facilities

- Installing ramps in Council Chambers, the Somba K'e Park washrooms, and the Wildcat Café;
- Improving City Hall stairwells; and
- Making City Hall elevators more accessible.

Plans for 2023 - 2025 include:

- Installing accessible parking pads, multipurpose courts, picnic tables and benches at a variety of parks;
- Developing an accessible basketball court;
- Continuing to upgrade facility components such as accessible door openers, lighting and exit signs;
- Providing accessible amenities at additional playgrounds;
- Installing accessible washroom sinks;
- Developing accessible signage;
- Adding accessible parking spaces and curbing; and
- Continuing the development of accessible paths, benches, and tables at playgrounds and parks.

The drivers for this project are to increase our level of service in an efficient way, to possibly increase revenue due to additional user groups being able to use the areas, to ensure that we are using the best practices for the industry for operation and accessibility compliance to reduce risk and increase community trust and to reduce our health and safety and operational risks

Operational Impact

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



CAPITAL FUND – 2023 Capital Projects

Department Project CS Community Services
55006570 Aquatic Centre

Division Director

		Budget		
		2023	2024	2025
		\$	\$	\$
Expenditures		43,057,000	3,588,000	
Funding				
Formula Funding		21,915,986		
Canada Community-Building Fund		19,040,800	2,847,000	
Community Public Infrastructure Funding		1,349,214	741,000	
Reserves		751,000		
<i>Total Funding</i>		43,057,000	3,588,000	

Purpose

The development of the Aquatic Centre is a multi-year project that commenced in 2018 and will be completed in the third quarter of 2024.

Background

On November 23, 2021, a referendum was held to determine if the City could borrow funds to finance the development of the Aquatic Centre. The result of the referendum was support for the City to borrow up to \$10,001,000. With the support of the community to proceed with the Aquatic Centre secured, work commenced on finalizing the facility design.

The Design Build team, led by Clark Builders, mobilized to the site and commenced the necessary site work, including blasting, in May of 2022. Further key milestones were met in 2022 including the completion of the facility design that includes the following Council-approved components:

- 25-metre, three-lane leisure pool with beach entry
- 25-metre, eight-lane lap pool
- Amusement park type water slide and tot slide
- Lazy river
- Storage/office space for youth groups
- Splash Pad
- One-metre and three-metre diving boards
- Steam room and therapy pool
- Lease space
- Canteen/concession space

CAPITAL FUND – 2023 Capital Projects

Department CS Community Services
Project 55006570 Aquatic Centre

Division Director

- Multi-purpose rooms
- Office space
- Universal change rooms
- Spectator seating

Further milestone accomplishments include the completion of two public consultations on accessibility design issues in March and June of 2021, and the completion of consultations with local Indigenous organizations in September of 2022.

The project budget is as follows:

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

The project is on track to meet the anticipated completion target in the third quarter of 2024.

Operational Impact

It is anticipated that the project will be completed in 2024 with the full impact of the operational costs to be in effect in 2025. The Aquatic Centre Design Plan indicates the annual net operating expenses for the facility will be \$1,755,094.



CAPITAL FUND – 2023 Capital Projects

Department	GG General Government	Division	Asset Management & GIS
Project	45006570 Asset Management		

Previous Work

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

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

Roadmap Process

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

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

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

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



CAPITAL FUND – 2023 Capital Projects

Department	GG General Government	Division	Asset Management & GIS
Project	45006570 Asset Management		

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

Roadmap

The original Roadmap assumed that an asset management leadership position would be filled in early 2020. However, this was unavoidably delayed and therefore the roadmap has been adjusted to reflect a later-than-planned start date. While valuable progress continues to be made, the impact of COVID on contractor movement and staff priorities as well as staff turnover in 2022 has continued to delay progress from the original timeline. The revised Roadmap, including progress to date, is summarized in *Gallery 3 – Roadmap Overview*.

Resources

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

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

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

To support this collection and processing of data, as well as better facilitate the use of internal resources, an additional asset management position was approved for 2022, funded as part of this capital project. This role is anticipated to be filled in early 2023.

Rationale

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

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

CAPITAL FUND – 2023 Capital Projects

Department	GG General Government	Division	Asset Management & GIS
Project	45006570 Asset Management		

Operational Impact

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



CAPITAL FUND – 2023 Capital Projects

Department Project GG General Government
45006570 Asset Management

Division

Asset Management & GIS

Gallery

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

Gallery I – Asset Management Key Competencies

CAPITAL FUND – 2023 Capital Projects

Department GG General Government
Project 45006570 Asset Management

Division

Asset Management & GIS

Gallery



Gallery 2 - Asset Management Readiness



CAPITAL FUND – 2023 Capital Projects

Department Project GG General Government
45006570 Asset Management

Division

Asset Management & GIS

Gallery

Year	Theme	Description of Opportunities
Year 0 (2020/2021)	Raising awareness	Asset management is a team sport requiring broad support across the organization. In 2021, Council approved the City's Asset Management Policy, and an Asset Management Strategy governance structure was drafted for senior leadership teams approval prior to presentation to Council in 2022.
Year 1 (2021)	Building the base	In 2021, foundational work included the formation of an Asset Management Steering Committee with representation from seven divisions, and the development of several key elements including an Asset Registry tool and supporting Directive, condition and criticality standards, a Levels of Service framework and template, and a Corporate Risk Matrix.
Year 2 (2022)	Building Alignment & Asset Performance	In 2022, Asset Management entered a critical phase where the policy, directives, procedures, and tools that have been developed began to roll-out within select Divisions. The core concepts of Asset Management were used to update administration's approach for Capital Prioritization. The 10-year capital plan for Fleet assets is now coming directly from the Asset Registry. The condition of roads and some facilities were assessed in order to establish a baseline for evidence-based service and capital planning. Analysis of operational data has identified improvements in data collection and asset performance. Self-assessment using FDM Asset Management Readiness Assessment places our current maturity at 2 out of 5, equivalent to "Establishing".
Year 3 (2023)	Asset Performance & Asset Management Plans	In Year Three there will be a continued focus on opportunities that develop and align existing processes with asset management practices, collect asset condition information, and develop asset management plans to incorporate the practices and information from preceding years, and capture a high level state of infrastructure.
Year 4 (2024)	Integration with Demand Management	In Year Four, master planning will be undertaken to complete the pictures of service and asset requirements. Work will continue to develop asset management plans across all City assets and to enhance those completed with validated asset strategies.
Year 5 (2025)	Operations and recalibration	In Year Five, focus will shift towards maintenance improvements and the Roadmap implementation will be reviewed and recalibrated based on new information.

Gallery 3 – Roadmap Overview

CAPITAL FUND – 2023 Capital Projects

Department CS Community Services **Division** Facilities
Project FC0030 Curling Rink Brine Line Replacement Sand Floor

Budget			
	2023	2024	2025
	\$	\$	\$
Expenditures	615,000		
Funding			
Community Public Infrastructure Funding	615,000		
<i>Total Funding</i>	615,000		

Purpose

To replace the brine lines in the Curling Rink to reduce the chance of leaks.

Background

The Curling Rink is an aging facility that is used by youth and adult competitors in leagues ranging from Learn to Curl to National Competitions.

Brine lines become brittle over time and leaks can ruin a sheet of ice for a season. The brine lines at the Yellowknife Curling Club have failed in a couple places during the last two seasons, which indicates that the lines are now brittle and in need of replacement.

Brine lines are part of the refrigeration system used to keep an ice surface solid. The lines are located beneath both the ice surface and the sand pad below. Brine leaks are very disruptive causing ice to melt in sections. The location of the lines means that they cannot be repaired mid-season without taking the ice out, digging up the sand, making repairs and starting the ice making process over. The complete replacement of the lines in the off season should ensure many years of uninterrupted play on high quality ice.

This project will be carried out by professional ice/refrigeration contractors to ensure the safety of the project and to meet current specifications and best practices for ice making and ice plant maintenance. This work will be scheduled outside of the curling season so it will have little or no impact on user groups. The City has upgraded the two refrigeration plants, added safety systems to deal with ammonia and are now moving on to brine safety measures that will keep ice making efficient, the ice maintainable and the facility safe for staff and users. This project reduces the risk of an environmental spill and increases community trust that we are operating efficiently and safely. The project will also allow the sand pads to be leveled and graded appropriately to improve the quality of the ice and ease of maintaining the ice. This project eliminates many small fixes that are costly, reduce customer satisfaction due to ice sheets closing and hours spent on repairs in an inefficient, ad hoc fashion.

The drivers for this project are to maintain a City asset and level of service in an efficient way, ensure that the City is using the best practices for the industry for operation and regulatory compliance and reduce our health and safety and operational risks.



CAPITAL FUND – 2023 Capital Projects

Department CS Community Services
Project FC0030 Curling Rink Brine Line Replacement Sand Floor

Division Facilities

Operational Impact

No O&M impact.

CAPITAL FUND – 2023 Capital Projects

Department PS Public Safety **Division** Fire & Ambulance
Project 63007615 Fire Hall Equipment

Budget			
	2023	2024	2025
	\$	\$	\$
Expenditures	95,000	58,000	58,000
Funding			
Formula Funding	95,000	58,000	58,000
<i>Total Funding</i>	95,000	58,000	58,000

Description

Purpose

To maintain the preparedness of the Fire Division to meet established Level of Service and maintain response capabilities with key equipment resources being functional and reliable to protect the safety of our workers and our citizens. Stewardship of physical resources entrusted to us by our citizens is a core principle of Public Safety.

Background

In 2023 two vital pieces of equipment will be acquired: the SCBA Air Compressor and Fill Station and a power ambulance cot.

1. The SCBA (Self-Contained Breathing Apparatus) air compressor and fill station equipment, purchased in 2004, fills SCBA air cylinders with compressed breathing air. The current equipment has reached the end of manufacturer life cycle.

The self-contained breathing apparatus, or SCBA, is the foundational personal protective equipment providing the greatest amount of airway protection from toxic atmospheres at emergencies. This equipment is essential to comply with Occupational Health and Safety Regulations of the NWT Safety Act and to meet the Fire Division Level of Service.

2. The power ambulance cot with loading system will replace a manual cot to provide three key benefits: simplifying lifts for greater safety of patient and staff, greater stability and comfort for the patient during movement, and protecting staff from lifting and time-loss injuries. This further supports the Emergency Medical Services (EMS) program with ambulance standardization and inter-operability with the current power cot installed in the newer ambulance. This purchase is the continuation of the Fire Division program to migrate from manual cots to power cots.

The power ambulance cot complies with the Occupational Health and Safety Regulations of the NWT Safety Act, which requires the employer to provide and maintain systems of work and working environments that protect the safety of the worker, including musculoskeletal injuries. The replacement of a manual cot addresses the risk of exacerbating injuries incurred by patients during transfer and transport to the hospital.



CAPITAL FUND – 2023 Capital Projects

Department PS Public Safety
Project 63007615 Fire Hall Equipment

Division Fire & Ambulance

In 2024 a Quick Shelter for preparedness equipment will be acquired. It will be versatile enough for emergency management program, mass causality management, hazardous materials incidents, and rehabilitation support for staff.

An identified gap in the City's community risk reduction is the capacity to deploy quickly a shelter to protect potential victims for small/large scale emergencies on site, to protect and support staff or victims with decontamination procedures, and to rehabilitate City staff during prolonged emergencies or events.

A shelter supports staff capacity to address any of the risks that can quickly overwhelm our local emergency resources and to minimize the impact of the emergency on the victims for maximize success of the outcome.

The plan for 2025 is to replace tele-communicator workstations, which will be at their end-of-life. Ergonomic workstations maintain the Occupational Health and Safety Regulations of the NWT Safety Act for the employer to provide conventional ergonomic standards that promote health and safety while recognizing the value of movement during the workday to prevent musculoskeletal injury risk and associated costs, and worker satisfaction.

Operational Impact

2023

The cost of SCBA compressor and fill station replacement will not increase O&M costs, as there will be no change in the maintenance and air testing schedule from the previous equipment. There are foreseen improvements with maintenance and power costs with newer efficient equipment.

The cost of power ambulance cot replacement will not increase O&M costs, as there will be no change in the maintenance schedule from previous equipment.

2024

There will be no O&M cost impact for the addition of the equipment.

2025

There will be no O&M cost impact for the addition of the equipment.

CAPITAL FUND – 2023 Capital Projects

Department Project PS Public Safety
63046570 Fire Hall Renovations/Expansion

Division Fire & Ambulance

Budget			
	2024	2024	2024
	\$	\$	\$
Expenditures	4,449,060	2,550,940	
Funding			
Formula Funding	4,449,060		
Community Public Infrastructure Funding		2,550,940	
<i>Total Funding</i>	4,449,060	2,550,940	

Description

Purpose

To expand and renovate the existing Fire Hall to accommodate current staffing levels and equipment required to meet the needs of the programs that support the Fire Division Level of Service adopted by Council.

Background

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

The 2020 Fire Hall Study listed the Class D cost estimate to renovate and expand the existing facility. Estimated costing was expected to fall within the standard competitive bid range for contractors with local conditions (labour, materials, construction schedule, and market conditions at the time) causing the actual cost of the work to be outside of industry norms.

In 2022, the City conducted a competitive Request for Proposals opportunity for consulting services for the project management and detailed design of the expansion and renovation, including a review and refinement of the construction requirements, timeline, and construction costs. To maintain functionality and operational readiness of the current Level of Service, the scope of the project was phased into two parts; an addition and then the renovation of the existing structure.

Consulting and design services started in September 2022, with a construction tender to be awarded in early 2023, construction beginning mid-2023, with a completion date at the end of 2024.

Given the current market conditions, construction costs are now expected to be substantially higher than those identified in the 2020 Fire Hall Building Study, as reflected in the revised budget allocations.



CAPITAL FUND – 2023 Capital Projects

Department PS Public Safety
Project 63046570 Fire Hall Renovations/Expansion

Division Fire & Ambulance

Operational Impact

It is anticipated that the project will be completed in 2024 with the full impact of the operational costs to be in effect in 2025. The design will include options to increase energy efficiency, thus reducing increases to operation and maintenance costs.

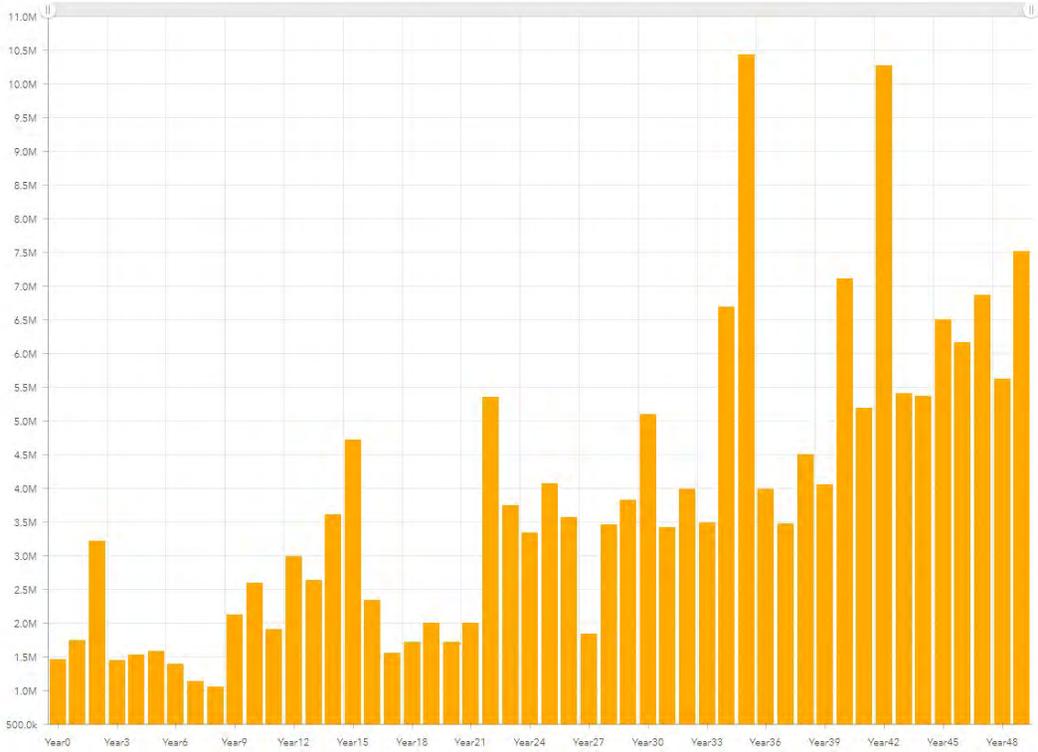
CAPITAL FUND – 2023 Capital Projects

Department PW Public Works & Engineering
Project 71507801 Fleet Management

Division Fleet Management

Gallery

50 Year Forecast



Number of Assets	128
Current Replacement Value	18.7M
Annual Average (10yr Forecast)	1.7M
Annual Average (50yr Forecast)	3.8M

Gallery 1 - 50 Year Forecast

CAPITAL FUND – 2023 Capital Projects

Department Project GG General Government
44007600 Information Technology Infrastructure
Renewal

Division Information Technology

		Budget		
		2023	2024	2025
		\$	\$	\$
Expenditures		327,000	400,000	295,000
Funding				
Reserves		327,000	400,000	295,000
	<i>Total Funding</i>	327,000	400,000	295,000

Description

Purpose

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

Background

Annual investments in the City's Information Technology infrastructure are critical to the continued reliable delivery of essential services to both staff and citizens. These investments fall into the following four main technology categories at the City: servers and storage, network infrastructure, printers and multifunction devices, and client hardware.

Servers and Storage

The City's physical and virtual server infrastructure supports delivery of core applications and services to staff and residents. As applications and services evolve and expand, the requirement for more intensive storage, memory and CPU usage puts constant pressure on the need to continually improve and modernize the organization's infrastructure. This project will continue to maintain robust systems through coordinated renewal of this vital infrastructure.

Continual improvements to service delivery requires more and more technology resources to meet these needs. Modernizing and updating services and systems that deliver more advanced mapping, financial applications, transit, permitting, security, emergency radios etc., add increased dependency on the City's server and storage infrastructure. To keep pace with these demands, servers need to remain current and reliable.

Several years ago, server virtualization technology was adopted to meet the demands brought on by this increased modernization of services. This technology allows for quick deployment of servers as needs arise without the need to purchase additional hardware. While the requirement to rely on physical servers has diminished it cannot be eliminated entirely. So as some services and applications are virtualized there are some that will only operate on a single physical server. Therefore, there is still a need to replace physical servers as they reach their end of life. During the term of this budget the Information Technology Division will use the allocated funds to continue to grow the capacity of this virtualization technology, replace server equipment that is nearing its end of life and maintain an inventory of spare parts to ensure replacements are available should failures occur.



CAPITAL FUND – 2023 Capital Projects

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

As more and more services are automated, the requirement for data storage and redundancy also continues to grow. Additional data collection and retention requirements and increased attention to protecting privacy mean the City must constantly invest in its infrastructure to ensure adequate capacity.

Network

The City's computers, servers, printers, security cameras, streetlights, SCADA equipment, server and storage infrastructure, emergency radio system and telephones are connected by the network, and reliable and efficient connectivity is vital to the City's operations. Planned and consistent investments in this network allow the Information Technology Division to ensure this network remains robust and reliable, and provides redundancy as the City delivers more and more automated services.

The City's Ethernet network is interconnected by leased and City-owned fiber circuits, wireless point-to-point and microwave technologies distributed across 14 sites (Gallery 1). At each site, the network connects numerous devices, ensuring that staff, citizens, and stakeholders have consistent and reliable access to applications, documents, data, printers, and the internet.

The Public Works Department's traffic control systems are also interconnected at 19 intersections throughout the city. These systems manage 76 traffic lights and traffic detection cameras that ensure the efficient flow of traffic. With additional traffic lights and cameras on the horizon, this complement will continue to grow (Gallery 2).

In 2018, wireless connectivity was established to the City's Pump Houses and Lift Stations. This added another 23 network devices to the City's infrastructure (Gallery 3).

Scheduled replacement of key network components helps mitigate unplanned network outages and ensures the stability of this equipment while maintaining vendor support. Recent investments in city-owned point-to-point network infrastructure and dark fiber connections across the network have reduced reliance on leased commercial connection infrastructure and resulted in approximately \$85,000 in annual operational savings.

Investments in next-generation virus protection, intrusion protection devices, firewalls, and email scanning and filtering systems help protect the City's information technology infrastructure. In 2019, the Information Technology Division embarked on a plan to assess its perimeter defenses and lay the groundwork for a progressive information technology security strategy. As a result, there is an enhanced focus on how information technology infrastructure and assets are protected. As the risk of increasingly sophisticated threats become more prevalent, initiatives like ongoing security awareness training for all staff, periodic phishing campaigns, monthly vulnerability assessments, penetration testing, annual security profile reviews and disaster recovery plans have been implemented. Enhanced monitoring of critical systems and services has also resulted in more proactive and efficient incident management leading to fewer unexpected events that could cause interruptions in the delivery of services to residents and stakeholders.

CAPITAL FUND – 2023 Capital Projects

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

Printer and Multifunction Devices

While the City has reduced the number of printers across the organization, there is still the need to maintain a fleet of printers and multifunction devices to meet printing, scanning, and copying requirements in a cost-effective manner. This fleet of devices is replaced based on manufacturer's recommendations and warranty requirements that maximize lifespan, reduce costs, and ensure reliability. Devices are redeployed across the organization when appropriate to extend lifespan and maximize their utility.

Client (Staff) Hardware

The City's Information Technology Evergreen Strategy prescribes renewals for desktops, laptops, docking stations, tablets, cellphones, and monitors. These devices are replaced on a regular basis to ensure maximum useful life and reduce support and maintenance calls and service interruptions as these devices age. In addition, more specialized equipment like emergency radios, digital cameras, conference and desk telephones, as well as projectors and receipt printers are replaced as required.

Operational Impact

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

Reliable and efficient Information Technology infrastructure is at the core of delivering essential services to residents and stakeholders. Disruptions to this infrastructure can have serious consequences on the delivery of these services and the health and safety of residents.

Servers and Storage

Allocating server resources and storage requirements to match each vendors' recommendations ensures applications will perform as expected.

Without adequate investment, the organization will not be able to meet escalating server requirements or acquire much-needed additional storage capacity. In the short-term, this will negatively impact overall infrastructure performance and degrade service delivery to both internal and external clients, and over time it will lead to more frequent system outages and necessitate increased support efforts and costs.

Network

The City's network is vital to its operations and even short service interruptions have significant impacts on service delivery and employee productivity. Scheduled critical network infrastructure replacements significantly reduce unexpected downtime, accommodate growth, provide stability and ensure vendor support and maintenance for the life of the equipment. Lack of appropriately scaled and timed investment will negatively impact the City's ability to sustain its network and will put the organization at risk of more frequent interruptions or long-term outages while replacement equipment is sourced at potentially higher costs. These failures will interrupt many aspects of City operations, and potentially jeopardize the health and safety of staff, citizens, and visitors.



CAPITAL FUND – 2023 Capital Projects

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

Printers and Multifunction Devices

While efforts to reduce printing and copying are encouraged, there is still a requirement to print documents within legislated timeframes and this requires that the fleet of printers and multifunction devices is maintained to avoid delays. These devices also allow for the scanning of paper documents so they can be retained in the City's document management system.

Client Hardware

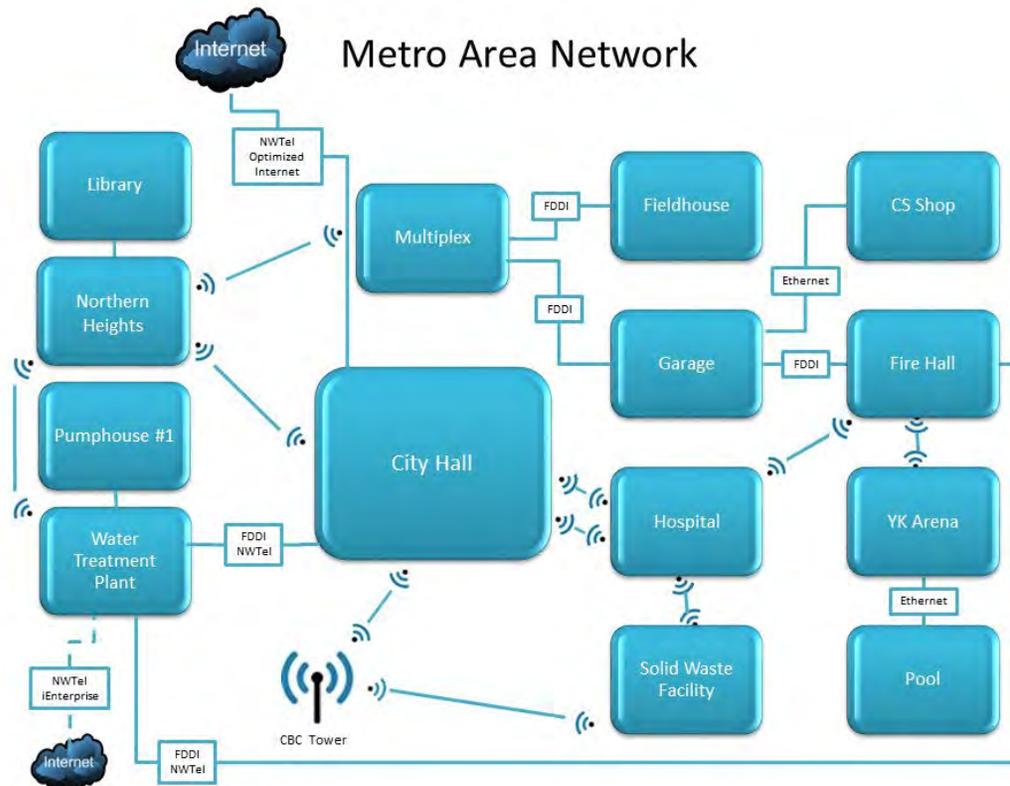
Staff across the organization rely on technology to complete their work and deliver programs and services. The City's fleet of business-class computers and laptops are expected to run multiple resource intensive applications and systems. Planned and scheduled replacements of these devices maintain warranty and support from vendors and reduce unexpected downtime for staff. Some devices are also exposed to harsh elements and working conditions and as a result may require replacement more frequently.

CAPITAL FUND – 2023 Capital Projects

Department Project GG General Government
44007600 Information Technology Infrastructure
Renewal

Division Information Technology

Gallery



Gallery 1: Metro Area Network



CAPITAL FUND – 2023 Capital Projects

Department Project

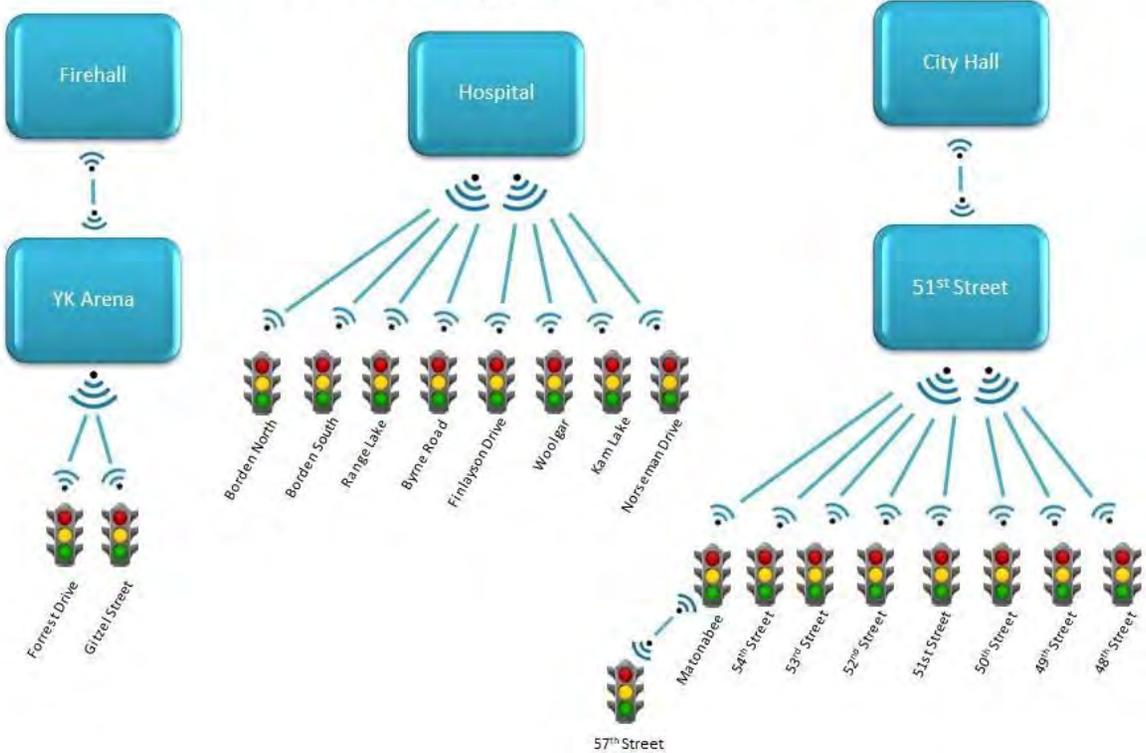
GG General Government
44007600 Information Technology Infrastructure
Renewal

Division

Information Technology

Gallery

Traffic Light Network



Gallery 2: Traffic Light Network

CAPITAL FUND – 2023 Capital Projects

Department Project

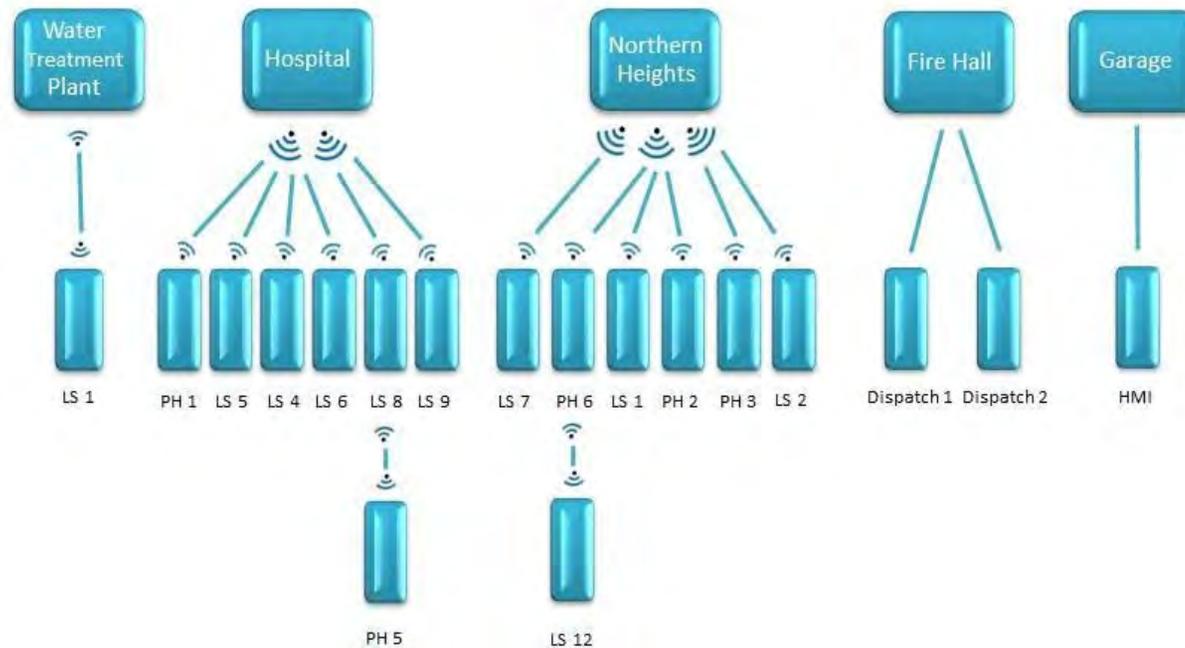
GG General Government
44007600 Information Technology Infrastructure
Renewal

Division

Information Technology

Gallery

SCADA Network



Gallery 3: SCADA Network



CAPITAL FUND – 2023 Capital Projects

Department Project PW Public Works & Engineering
94006575 Lagoon Sludge Removal

Division Water & Sewer

Budget			
	2023	2024	2025
	\$	\$	\$
Expenditures	2,800,000	2,800,000	2,800,000
Funding			
Formula Funding		679,300	
Canada Community-Building Fund			2,800,000
Other Grants	2,100,000	1,462,500	
Community Public Infrastructure Funding	700,000		
User Fees		658,300	
<i>Total Funding</i>	2,800,000	2,800,000	2,800,000

Purpose	Description
---------	-------------

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

Background

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

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

The buildup of sludge affects chemical and biological processes that occur in the lagoon. Due to its effect on the lagoon itself, removal of sludge should be done on a regular basis. As sludge has not been removed in many years, the project has been split into phases, with the first phase of sludge removal anticipated to take roughly 113,090 cubic metres of sludge over a two-year period.

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

CAPITAL FUND – 2023 Capital Projects

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

The City of Yellowknife's new water licence requires the creation of a sludge management plan as part of the Sewage Disposal Facilities Operation and Maintenance Plan. Specifically, Schedule 3, Item 1 states the following regarding sludge management for the lagoon:

1. The **Sewage Disposal Facilities (SDF) Operation and Maintenance Plan** referred to in Part F, Condition SEWAGE DISPOSAL FACILITIES OPERATION AND MAINTENANCE PLAN shall include but not be limited to:

h) Sludge Management:

- i. Parameters to be included as part of the laboratory analysis of sediment samples collected as part of each desludging event, including, but not limited to, total metals, and emerging contaminants;
- ii. Production rate of sludge;
- iii. Method of sludge containment and de-watering;
 - a. Site location and maintenance;
 - b. Sludge removal methods;
 - c. Measures implemented to mitigate the generation and distribution of suspended solids;
 - d. Details on contingencies for sludge production should phosphorus treatment result in increased TSS concentrations; and
 - e. Sludge drying;
- iv. Sludge Disposal;
 - a. Sampling procedures and approvals;
 - b. Planned uses;
 - c. Disposal location(s), details and contingencies should dewatered sludge not meet criteria for reuse;
- v. Delineation of triggers for future desludging events;
- vi. Reporting; and
- vii. Figures showing site features and layout.

The anticipated project schedule is shown in the following table. It is anticipated that the first phase of sludge removal will be completed in 2026.

Project Schedule

2018	Sludge Survey Completed
2019	Preliminary Engineering, Methods, Class D Estimating
2020/21	Design – Access Road, Laydown Area, Desludging Methods
2022	Construction – Upgrading Access Road
2023	Construction – Laydown Area
2024	Sludge Removal – Phase 1, Year 1



CAPITAL FUND – 2023 Capital Projects

Department Project	PW Public Works & Engineering 94006575 Lagoon Sludge Removal	Division	Water & Sewer
2025	Sludge Removal – Phase 1, Year 2		
2026	Dewatered Sludge Testing and Relocation		

The estimated cash flow for this project is shown in the table below:

Project Cash Flow

	Carryover	2023	2024	2025	2026	Totals
Sludge Removal		2,879,638	2,462,320	2,450,518	2,808,945	11,436,050
Budget	\$2,264,455	\$2,800,000	\$2,800,000	\$2,800,000		11,499,084

Once the first phase of sludge removal is complete, evaluation of the project and planning for the removal of the remaining sludge will occur. As well, the City’s Water Licence will require the following information regarding sludge to be reported annually as part of the Annual Water Licence Report:

- i) A summary of activities conducted in accordance with the approved Sludge Management requirement of the Sewage Disposal Facilities Operation and Maintenance Plan, referred to in Part F, Condition SEWAGE DISPOSAL FACILITIES OPERATION AND MAINTENANCE PLAN – REVISED and Schedule 3, Condition 1(h) of this Licence, including:
 1. A summary of sludge management activities;
 2. Tabulated results of sludge sampling in the years when desludging is conducted; and
 3. Results of depth surveys and volume measurements.

CAPITAL FUND – 2023 Capital Projects

Department PW Public Works & Engineering
Project 94006575 Lagoon Sludge Removal

Division Water & Sewer

Operational Impact

This project will have an effect on operational requirements as an annual survey of sludge accumulation in the lagoon will be required in order to ensure that removal is completed when the sludge reaches a depth determined by this project.



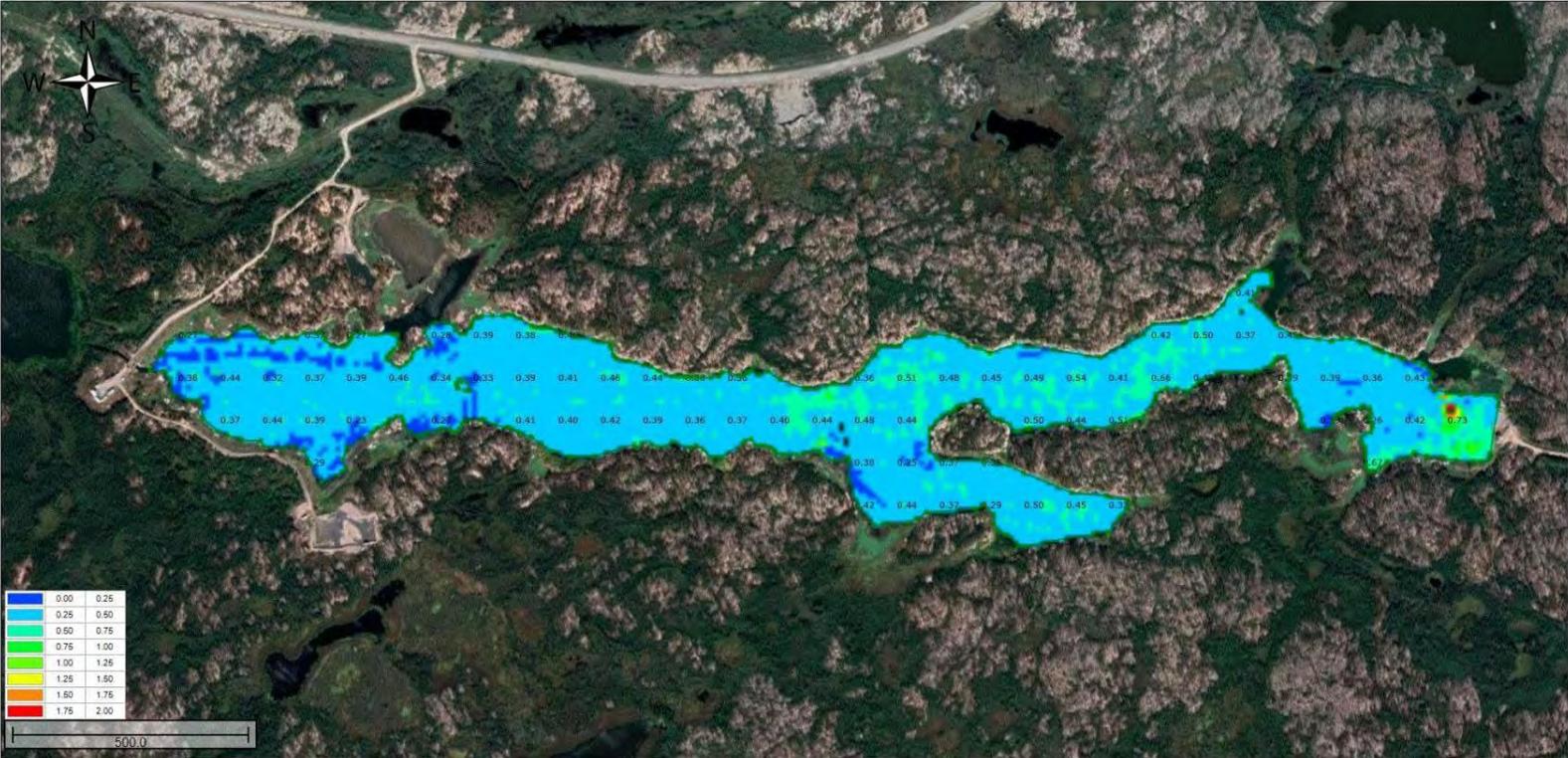
CAPITAL FUND – 2023 Capital Projects

Department PW Public Works & Engineering
Project 94006575 Lagoon Sludge Removal

Division Water & Sewer

Gallery

FIDDLERS LAGOON SLUDGE FINDINGS



Gallery 1: Fiddler's Lake Sewage Lagoon Sludge Depths

CAPITAL FUND – 2023 Capital Projects

Department Project PD Planning & Development
60046570 Land Fund Capital Projects

Division Planning & Lands

Budget			
	2023	2024	2025
	\$	\$	\$
Expenditures	900,000	2,000,000	1,000,000
Funding			
Land Fund	900,000	2,000,000	1,000,000
<i>Total Funding</i>	900,000	2,000,000	1,000,000

Purpose Description

To continue the City's strategic land acquisition, which supports development to meet current and future needs, as well as to utilize land acquired for subdivision, infrastructure and sale to the public.

Background

Development and subdivision plans for the next three years include (not in order of priority):

- a) Creation of infill lots in Old Town, Downtown and Central Residential areas and making the current lots available more marketable;
- b) Planning and engineering of commercial/industrial lots in the Kam Lake area, to be approached in conjunction with other development interests and water/sewer infrastructure potential expansion;
- c) Encouraging new commercial development along Old Airport Road including consideration for municipal servicing; and
- d) New residential subdivision locations, context options (potential).

Budget allocations include engineering, surveying and some development costs for proposed lands to be resold.

2023-2024 will focus on completing Land Fund projects started in 2021-22. There are limited commercial, industrial or residential lots in the city available for purchase and development. Commercial use is to be encouraged in the Downtown and Old Airport Road areas while industrial uses are to be promoted within the Kam Lake and Engle Business District areas.

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



CAPITAL FUND – 2023 Capital Projects

Department PD Planning & Development
Project 60046570 Land Fund Capital Projects

Division Planning & Lands

Operational Impact

None.

CAPITAL FUND – 2023 Capital Projects

Department Project PW Public Works & Engineering
WS0017 Lift Station #1 Replacement

Division Water & Sewer

Budget			
	2023	2024	2025
	\$	\$	\$
Expenditures	3,260,000	5,500,000	200,000
Funding			
Other Grants	2,445,000	4,125,000	150,000
Community Public Infrastructure Funding	815,000		
User Fees		1,375,000	50,000
Total Funding	3,260,000	5,500,000	200,000

Description

Purpose

To design and construct a new lift station on the corner of Franklin Avenue and School Draw Avenue to replace existing Lift Station #1.

Background

Lift Station #1 (LS1), constructed in 1967, is the oldest of 14 lift stations in the City of Yellowknife (City). The lift station is located near the intersection of School Draw Avenue and Franklin Avenue. The station’s catchment area in 1967 consisted of the downtown area and areas east of downtown. Lift Station #7 (LS7) was constructed in 1984 to serve the downtown area, thereby reducing the catchment area for LS1 to the areas east of downtown. LS1 also receives septage hauling from Old Town, Latham Island, and N’dilo. The station originally pumped to a lagoon at Niven Lake, but was redirected in 1981 to discharge into the gravity collection system for Lift Station 5 (LS5) through a common force main with LS7. LS5 pumps to the Yellowknife Lagoon.

A condition assessment completed in 2019 recommended a complete replacement of the asset that is over 50 years old. In addition to this recommendation, there are several multi-family developments anticipated in the near future that will increase demand on this lift station making the project an essential asset replacement.

Given the City’s historical investment in underground infrastructure, the City will defer underground pipe replacement projects until this project is complete. Funding earmarked for underground pipe replacement will be reallocated towards this project along with federal funding to minimize the overall impact on the capital budget.

This approach will allow the existing lift station to continue to operate while the new construction occurs, and will be decommissioned once the new lift station is operational. In addition, this approach also allows the City to redesign the entire area for functionality given the multiple uses that occur on site.



CAPITAL FUND – 2023 Capital Projects

Department PW Public Works & Engineering
Project WS0017 Lift Station #1 Replacement

Division Water & Sewer

Project Schedule

2022	Preliminary and Detailed Design
2023	Construction – Year 1
2024	Construction – Year 2
2025	Post Construction Activities

Operational Impact

The anticipated impact to O&M budgets is expected to be minimal as it is a replacement project. However, energy savings and efficiencies are anticipated with modernized infrastructure.

CAPITAL FUND – 2023 Capital Projects

Department Project PW Public Works & Engineering
WS0017 Lift Station #1 Replacement

Division Water & Sewer

Gallery



Gallery 1 – Lift Station Diagram



CAPITAL FUND – 2023 Capital Projects

Department Project CS Community Services
FC0032 Outdoor Recreation

Division Facilities

Budget			
	2023	2024	2025
	\$	\$	\$
Expenditures	165,000	555,000	
Funding			
Formula Funding		475,000	
Other Grants		80,000	
Community Public Infrastructure Funding	165,000		
<i>Total Funding</i>	165,000	555,000	

Purpose	Description
---------	-------------

These projects will see the installation of equipment and materials to ensure that effective and efficient parks operation is maintained. Additionally, they will ensure that the safety of the public is maintained with the addition of safety fencing at Fritz Theil Ball Diamond.

Background

In 2023, grass and an irrigation system will be installed at the Hall Crescent park and a safety fence will be installed at the Fritz Theil ball diamond.

Hall Crescent Park

This project will see the installation of grass and irrigation system at the Hall Crescent Park. To ensure efficiency in turf maintenance an irrigation system will be installed to reduce staff time and effort. In addition, irrigation systems can be set on timers to water at times that parks are closed and therefore increase user time in the park. This project will be carried out by professional horticultural contractors to ensure the safety of the project and to meet current specifications and best practices for turf maintenance. A warranty and maintenance portion of this project will have the contractor warranty growth the next season. The amenities have been upgraded in this park and there is a need to finish the project with turf and the irrigation to keep the turf healthy and safe for users. This project increases options for activities in Hall Crescent Park and increases community trust that we are operating efficiently and safely. The project will also allow the park to be leveled and graded appropriately to improve the quality of the activity area and ease of maintaining the turf. Financially, there will be no added costs but this project eliminates hours of manual watering that is costly, and it will also increase customer satisfaction as the park will be watered in non-peak hours.

Fritz Theil Safety Fencing

In 2023 the Fritz Theil safety fencing portion of this project will see high safety fencing erected between the Josephine Walcer Playground and the Fritz Theil Ball Park to ensure that long fly balls do not land within the playground. There have been instances where balls have fallen near or inside the playground boundaries. It is unlikely that playground users will be watching the ball fields while playing so this safety fencing will ensure

CAPITAL FUND – 2023 Capital Projects

Department	CS Community Services	Division	Facilities
Project	FC0032 Outdoor Recreation		

that balls do not make it to the playground. Financially, there will be no additional costs for this project but the project will reduce risk, promote health and safety of playground users and increase community trust regarding the safety measures we are taking to keep children active and safe.

Projects for 2024 include the replacement of the dock in the Rotary Waterfront Park. This dock is well used by locals and visitors to access Yellowknife Bay. Through heavy use and time and weather conditions it is deteriorating and will need replacement to remain in a safe and functional use. Also in 2024, it is proposed that the well-used Niven Lake Trail be surfaced to increase the usability by all abilities. The trail is currently crushed gravel and enhancing the surface to an asphalt surface will bring it up to the same standard as the McMahon Frame Lake Trail. Both are heavily used commuter and recreational use trails. In 2024 it is also proposed that Forrest Drive Park and Parker Park turf be renovated so that they remain to the standard that the public expects of City park turf. Over time due to heavy use and the short growing season experienced in Yellowknife, turf required a major overhaul to rejuvenate the soil and new grass.

The drivers for this project are to maintain our level of service in an efficient way, ensure that we are using the best practices for the industry for operation and regulatory compliance and reduce our health and safety and operational risks.

Operational Impact

There will be a small infrastructure increase with the fencing and turf but adding the irrigation to the turf makes it virtually maintenance free for watering. The area needs to be finished so mud is not tracked onto other areas so the mowing is not much additional time when added to turf maintenance that already occurs at Hall Crescent.



CAPITAL FUND – 2023 Capital Projects

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

Budget			
	2023	2024	2025
	\$	\$	\$
Expenditures	250,000	490,000	150,000
Funding			
Formula Funding		113,940	56,000
Canada Community-Building Fund			14,000
Other Grants	80,000		80,000
Community Public Infrastructure Funding	170,000	376,060	
<i>Total Funding</i>	250,000	490,000	150,000

Description

Purpose

To continue to refurbish and replace amenities on a rotational basis to keep playgrounds and pads safe and enjoyable for the community.

Background

The City of Yellowknife replaces older playgrounds in a rotational manner so that the playgrounds are kept up in a safe and useable state. The lifecycle of a playground is approximately 20 years. There are 20 playgrounds maintained by the City, which necessitates the replacement of one playground per year. The new playgrounds are replaced with amenities that are modern and safe, and reflect the needs of the area that they are installed in following consultations. The additions will improve safety and accessibility and maintain infrastructure in a way that ensures that City assets are replaced in a scheduled manner that prioritizes safety. Multi-sport surfaces are resurfaced to make sure they are safe, level and do not have cracks, pot holes or hold water. The courts are resurfaced in a way that reflects the City's commitment to accessibility and will include amenities that are accessible for users.

In 2023 work will include updates to the Latham Island Park Multi-Sport Court and replacement of the Forrest Drive Park playground. In 2024, the Multi-Sport courts at the School Draw Park and St. Joe's Park will be upgraded and exercise equipment will be added to the Hall Crescent Park. In 2025, the Josephine Walcer playground will be replaced.

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

CAPITAL FUND – 2023 Capital Projects

Department CS Community Services
Project 53116570 Park Equipment Replacement

Division Parks & Trails

Operational Impact

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



CAPITAL FUND – 2023 Capital Projects

Department Project PW Public Works & Engineering
76156570 Paving Program

Division Roads & Sidewalks

Budget			
	2023	2024	2025
	\$	\$	\$
Expenditures			
Paving Program	5,675,000		200,000
Water & Sewer Paving	790,000		
<i>Total Expenditures</i>	6,465,000		200,000
Funding			
Canada Community-Building Fund			200,000
Other Grants	3,558,750		
Community Public Infrastructure Funding	2,906,250		
<i>Total Funding</i>	6,465,000		200,000

Description

Purpose

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

Background

The typical design life of pavement is generally between 20 and 25 years, but it will vary significantly due to factors such as traffic volumes, vehicle types, geotechnical conditions, construction practices, and adequate maintenance.

The construction of new roads generally coincides with the development of new subdivisions. The replacement of roads generally follows the replacement of water and sewer infrastructure. Otherwise, a road is scheduled for reconstruction when it is in poor condition and may be a danger to the public, or when maintenance and repairs are no longer cost-effective. The paving of roads may be done in the same year as water and sewer infrastructure replacement or may be delayed a year or two to allow for settlement, depending on the ground conditions.

As streets are reconstructed, the City of Yellowknife works with Northland Utilities Ltd.(Northland) to ensure that street lighting levels are evaluated and increased to comply with national standards. Also included in the paving program is coordination with Northland, NorthwTel Inc. and NorthwTel Cable Inc. to determine if replacement or addition of underground duct work for power and communication infrastructure is required.

Considerations when determining areas of reconstruction include:

- Condition and age of asset,
- Recurring maintenance costs,



CAPITAL FUND – 2023 Capital Projects

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

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

Tentative Paving Plan

2023	Wiley Road & Weaver Drive (Causeway to Franklin Ave.) Franklin Avenue (Bretzlaff Dr. to Weaver Dr.) Hordal Road (Spence Rd. to Finlayson Dr.) - W&S Paving Deh Cho Boulevard. (Kam Lake Rd. to Ellesmere Dr.) Kam Lake Road (Coronation Dr. to Curry Dr.)
2024	No Paving Program
2025	Engineering Services for 2026 Paving Program

Operational Impact

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

CAPITAL FUND – 2023 Capital Projects

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

Division Water & Sewer

Budget			
	2023	2024	2025
	\$	\$	\$
Expenditures	1,000,000	9,000,000	21,130,400
Funding			
Formula Funding		2,250,000	1,104,700
Other Grants	750,000	6,750,000	15,847,800
Community Public Infrastructure Funding	250,000		1,125,500
User Fees			3,052,400
<i>Total Funding</i>	1,000,000	9,000,000	21,130,400

Description

Purpose

To replace the original submarine water supply line from Pumphouse #2 at the Yellowknife River, to Pumphouse #1 and complete the required upgrades at each facility as a result of the water line replacement.

Background

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

From 2009 to 2011, the City completed several tasks related to source water selection during design of the City's WTP:

- Evaluation of water source alternatives, including decision modeling and life cycle costs (as part of the Water Treatment Plant Preliminary Design Report, May 2009)
- Literature review to assess the extent of arsenic in Yellowknife Bay water and sediments (Technical Memorandum, May 5, 2010)
- Water and soil sampling at four locations around the Pumphouse #1 intake (August 2010)
- Monte Carlo (statistical) modeling of arsenic in Yellowknife Bay water (Technical Memorandum, December 2, 2010)
- Water source selection summary and recommendation (Letter, February 25, 2011)



CAPITAL FUND – 2023 Capital Projects

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

Division Water & Sewer

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

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

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

Tentative Project Schedule

2022	Detail Design & Regulatory Approval
2023	Detail Design & Regulatory Approval
2024	Phased Construction – Water Line and Pump House Upgrades
2025	Phased Construction – Water Line and Pump House Upgrades
2026	Post Construction Activities

Tentative Project Cash Flow

Carryover	\$2,852,558
2023	\$1,000,000
2024	\$9,000,000
2025	\$21,130,400
2026	\$500,000
Total	\$34,482,958

CAPITAL FUND – 2023 Capital Projects

Department Project CS Community Services
FC0031 Surface Replacements

Division Facilities

Budget			
	2023	2024	2025
	\$	\$	\$
Expenditures	405,000	300,000	225,000
Funding			
Formula Funding		300,000	225,000
Community Public Infrastructure Funding	405,000		
Total Funding	405,000	300,000	225,000

Purpose **Description**

To replace two surfaces at the Fieldhouse that are worn due to use and age. The surfaces are the playground flooring and the turf on one field. A second project to replace the other turf field will follow in 2024, so groups always have a field available during replacement.

Background

The Fieldhouse was opened in 2010 and both fields were covered with turf as soccer was expected to be the main use of the facility. Soccer still uses much of the time at the facility but other user groups also use the field surfaces. This project will include replace the turf on one field in 2023 and on the second field in 2024. The 2023 scope will also include pour-in-place rubberized flooring for the indoor playground area at the fieldhouse to replace the tiled product that is curling up as it ages and creating an uneven surface.

The current turf is nearing the end of its life and needs to be replaced as it develops wrinkles as the turf stretches with use. More modern turf options come in a panel system that eliminates many of the problems we are experiencing with the original turf with its carpet-like installation. The newer product will allow for damaged areas to be repaired as problems arise and eliminate the large wrinkles we are currently experiencing. The product includes the underlay and turf in one unit so there is no slippage between layers.

Another option for this project is to install a multi-sport type of surface that will allow for other sports like tennis, pickle ball, futsal and other uses like conference rentals etc. to occur on that field. This option could offer new revenue streams for the facility and provide a variety of ways for people to access the facility.

The City will engage with users to determine what type of surfacing is appropriate for users as both types of turf have their pros and cons but are similar in costs.



CAPITAL FUND – 2023 Capital Projects

Department CS Community Services
Project FC0031 Surface Replacements

Division Facilities

The final portion of the 2023 plan is to install pour-in-place rubber surfacing on the indoor playground to provide a long lasting, even surface that will provide a playable surface for years to come. A continuous flooring option will reduce the risk of tiles deteriorating and curling which causes tripping hazards and maintenance/janitorial concerns due to the cracks between tiles. A pour-in-place surface eliminates all the edges and thus the dirt in cracks and edges that stick up and is a thicker surface if someone falls.

The drivers for this project are to maintain the level of service in an efficient way, possibly increase revenue due to additional user groups being able to use the fields, ensure that we are using the best practices for the industry for operation and sport specific compliance and reduce our health and safety and operational risks.

2025 will see the replacement of the Somba K'e Tennis Court playing surface. The current surface is showing signs of a well-used facility with cracking, lifting and peeling. There is a need to plan for the replacement before the surface becomes a safety concern for users.

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

Operational Impact

There should be no additional operational costs and could lead to savings in maintenance and/or additional rentals or users depending on the field surface chosen.

CAPITAL FUND – 2023 Capital Projects

Department Project PW Public Works & Engineering
73807611 Traffic Light Upgrades

Division Roads & Sidewalks

		Budget		
		2023	2024	2025
		\$	\$	\$
Expenditures		70,000	70,000	70,000
Funding				
	Formula Funding		70,000	70,000
	Community Public Infrastructure Funding	70,000		
	<i>Total Funding</i>	70,000	70,000	70,000

Purpose

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

Background

There are 19 intersections that rely on traffic lights for reliable vehicular flow. In recent years, the City of Yellowknife has installed equipment that uses different technologies to aid in traffic flow. These technologies include video detection and countdown pedestrian timers.

The video detection equipment is the new standard in detection and data collection and is easy to install and program. This equipment has a proven field detection accuracy of 98%, according to the manufacturer’s specifications; which also includes motorcycles and bicycles. The cameras can also capture traffic data, such as vehicle type as well as vehicle speeds. However, vehicle speed data can only be used for data collection and not as a method of speed enforcement. The cameras are not used to record video of any intersection, but are used for detection and data collection only.

This project has been a phased approach and has been ongoing since 2013 in order to improve vehicle detection and traffic flow at signalized intersection. To date, video detection equipment has been installed at 14 intersections and countdown timers at eight intersections. Public Works recommends continuing with this project in order to improve the overall flow of traffic in Yellowknife.

In recent years, this project has also included upgrades to pedestrian crossings through the installation of countdown pedestrian timers and additional stand-alone push button crosswalks at intersections of high pedestrian traffic.



CAPITAL FUND – 2023 Capital Projects

Department Project PW Public Works & Engineering
 73807611 Traffic Light Upgrades

Division Roads & Sidewalks

Project Schedule

2023	Traffic Light Upgrades at 50 Street & Push Button Crosswalk Installation on Taylor Road
2024	Traffic Light Upgrades at 49 Street and 48 Street
2025	Crosswalk Upgrades/Replacement on Range Lake Road at Woolgar Avenue and Range Lake Road at Finlayson Drive (St. Joseph and NJ MacPherson Schools)

Operational Impact

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

CAPITAL FUND – 2023 Capital Projects

Department Project PW Public Works & Engineering
WS0018 Water Licence Project – Fiddler’s Lake Treatment System Projects

Division Water & Sewer

Budget			
	2023	2024	2025
	\$	\$	\$
Expenditures			
Fiddler’s Lake Adaptive Management Plan	300,000	850,000	1,000,000
Wetland Delineation and Great Slave Monitoring	50,000	65,000	50,000
Flow Calculation/Metering at Lagoon Control Structure	50,000	150,000	
<i>Total Expenditures</i>	400,000	1,065,000	1,050,000
Funding			
Canada Community-Building Fund			1,050,000
User Fees	400,000	1,065,000	
<i>Total Funding</i>	400,000	1,065,000	1,050,000

Description

Purpose

To meet the requirements of the City’s new water licence for evaluating the effectiveness of sewage treatment provided by the Fiddler’s Lake Treatment System.

Background

The City’s new water licence has numerous projects associated with the sewage treatment provided by the Fiddler’s Lake Treatment System. Table 1 lists the items and the associated water licence sections. These projects have been grouped for efficiency.



CAPITAL FUND – 2023 Capital Projects

Department Project PW Public Works & Engineering
 WS0018 Water Licence Project – Fiddler’s Lake Treatment System Projects

Division Water & Sewer

Item		Water Licence References	
Budget Project	Water Licence Item	Submission Date	Submission Requirements
Wetland Delineation and Great Slave Lake Monitoring	Wetland Delineation Study Report Great Slave Lake Monitoring Program	Section F, Item 18 Section F, Item 19 & 22	Schedule 3, Item 2 & 6 Schedule 3, Items 3 & 6
Fiddler’s Lake Adaptive Management Plan (includes F3 Inflow Study and Treatment Method Evaluation)	Treatment Evaluation Report Effluent Quality Criteria Report Fiddler’s Lake Treatment System Adaptive Management Plan	Section F, Item 20 Section F, Item 21 Section F, Item 22	Schedule 3, Items 4 & 5 Schedule 3, Items 1 & 5 Schedule 3, Item 6
Flow Calculation/ Metering at Lagoon Control Structure and Start of Receiving Environment	Flow Measurements	Annex A, Part C, Table 2 - Requirement of Surveillance Network Program for Stations 0032-10 (Lagoon Control Structure) and 0032-F1 (Start of Receiving Environment)	

Table 1: Fiddler’s Lake Treatment System Projects Summary

The work required for these projects as outlined in the water licence is significant. Schedule C Items 2 through 6 from the Licence are included here in order to show the magnitude of the work required.

Water Licence Schedule C, Items 2-6:

2. The **Wetland Delineation Study Report** referred to in Part F, Condition WETLAND DELINEATION STUDY REPORT shall include but not be limited to:
 - a) Clearly defined objectives of the **Wetland Delineation Study**;
 - b) An updated Fiddlers Lake Treatment System Overview Map that includes description of the system drainage:
 - i. Any additional outflows (b) delineation of drainage in the area around the honey bag pit;
 - ii. flow pathway(s) through the Fiddler’s Lake Drainage Area
 - iii. current or historical flow diversions in the Fiddlers Lake Drainage Area;
 - iv. clearly delineated watershed boundaries (e.g., Fiddler’s Lake, Beta, Alpha, Mac, Kam Drainage Areas);
 - v. main outflow location from the Fiddler’s Lake Treatment System to Great Slave Lake (i.e., downstream of SNP 0032-F1 and 0032-F11);
 - vi. potential flow connections, if identified, between lakes in the Fiddler’s Lake Drainage Area, and lakes to the south in the Beta Drainage Area; and

CAPITAL FUND – 2023 Capital Projects

Department Project		Division	
PW Public Works & Engineering WS0018 Water Licence Project – Fiddler’s Lake Treatment System Projects		Water & Sewer	
	vii.	any additional outflow location(s) to Great Slave Lake from the Fiddler’s Lake Treatment System or immediate downstream waterbodies, if identified.	
	c)	Information supporting the Fiddler’s Lake Treatment System Overview Map, including:	
	i.	a description of the best practice field procedures used;	
	ii.	evidence from field investigations, including but not limited to photographs; and	
	iii.	a summary of relevant field measurements or data.	
	d)	Summary of findings	
	i.	Identified outflow(s) to Great Slave Lake, with rationale;	
	ii.	Changes from previous understanding on flow direction in the Fiddler’s Lake Drainage Area, Beta Drainage Area, and other applicable drainage areas; and	
	iii.	Estimated effects from variable hydrological conditions, such as wet or dry years.	
	e)	Proposed changes, with rationale, to the SNP annexed to this Licence; and	
	f)	A summary of any actions taken to address the recommendations, including rationale for any decisions that deviate from the recommendations.	
3.		The Great Slave Lake Monitoring Program Design Plan referred to in Part F, Condition GREAT SLAVE LAKE MONITORING PROGRAM DESIGN PLAN shall include but not be limited to:	
	a)	Objectives and purpose of the Great Slave Lake Monitoring Program;	
	b)	A summary of previous monitoring and how it informed the revised design plan;	
	c)	Details of the sampling design, including a description of the areas to be monitored:	
	i.	Maps showing all proposed sampling locations; and	
	ii.	Rationale for locations, including:	
	a.	how reference locations were selected;	
	b.	information from the Wetland Delineation Study such as outflow location(s) to Great Slave Lake; and	
	c.	spatial extent compared to zone of influence from FLTS effluent.	
	d)	A summary of how the proposed study addresses the recommendations from past monitoring program(s);	
	e)	A description of the sampling and analysis to be conducted:	
	i.	Field measurements;	



CAPITAL FUND – 2023 Capital Projects

Department Project	PW Public Works & Engineering WS0018 Water Licence Project – Fiddler’s Lake Treatment System Projects	Division	Water & Sewer
---------------------------	--	-----------------	---------------

- ii. Analytical parameters;
- iii. Sample media;
- iv. Sampling methods; and
- v. Quality assurance and quality control procedures.

f) A description of procedures to analyze and interpret data collected; and

g) A description of how the Great Slave Lake Monitoring Program will be incorporated into the Surveillance Network Program annexed to this Licence.

4. The **Treatment Evaluation Report** referred to in Part F, Condition TREATMENT EVALUATION REPORT shall include but not be limited to:

- a) Options analysis for total phosphorus and ammonia treatment, including but not limited to Phoslock and chemical treatment:
 - i. A list of potential treatment approaches to improve phosphorus and ammonia concentrations in the Fiddler’s Lake Treatment System;
 - ii. Exploration of concepts for the various treatment approaches;
 - a. Descriptions;
 - b. Assumptions;
 - c. Photographs, diagrams;
 - d. Applicability to Northern climate; and
 - e. Location in the FLTS where the treatment would occur;
 - iii. To the extent practicable, outline:
 - a. Expected treatment efficacies (i.e., reduction in Total Phosphorus and Total Ammonia Nitrogen loadings or concentrations to the FLTS and receiving environment);
 - b. Timeline for improvements in Total Phosphorus and Total Ammonia Nitrogen to occur under typical conditions; and
 - c. Climate change considerations;
 - iv. Information on treatment implementation and operational feasibility, including cost/benefit analysis; and
 - v. Environmental trade-off assessment:
 - a. An evaluation of potential increases to water and sediment concentrations of various parameters (e.g., aluminum, iron, chloride and/or sulphate), downstream from the lagoon in the FLTS resulting from an alternate treatment method;

CAPITAL FUND – 2023 Capital Projects

Department Project	PW Public Works & Engineering WS0018 Water Licence Project – Fiddler’s Lake Treatment System Projects	Division	Water & Sewer
---------------------------	--	-----------------	---------------

- b. Impacts of potential concentration increases; and
 - c. Mitigations.
 - b) Decision framework and criteria for selecting a treatment option;
 - c) Linkage to proposed EQC from Effluent Quality Criteria Re-evaluation Report;
 - d) Final selected treatment option; and
 - e) Timeline for treatment implementation and necessity and recurring treatment events, if applicable.
5. The **Effluent Quality Criteria Re-evaluation Report**, referred to in Part F, Condition EFFLUENT QUALITY CRITERIA RE-EVALUATION REPORT that includes, but is not limited to:
- a) Tabulated and graphical summaries of Total Phosphorus and Total Ammonia Nitrogen data from SNP stations 0032-10, 0032-F3, 0032-F1, and 0032-F11, as well as data from the inlet to Lake F3;
 - b) Tabulated flow measurements (SNP stations 0032-10 and 0032-F1);
 - c) Calculation of Total Phosphorus and Total Ammonia Nitrogen loadings to Great Slave Lake;
 - d) Updated determination of the hydraulic retention time of the Fiddler’s Lake Lagoon, as well as the remaining FLTS (wetlands and lakes);
 - e) Analysis of impacts of decant timing on ammonia concentrations by month;
 - f) A description of effects on water quality and loadings from the desludging activities;
 - g) An assessment based on Part F, Condition TREATMENT EVALUATION REPORT, on predicted lagoon discharge water quality after treatment implementation;
 - h) Proposed technology-based Effluent Quality Criteria for Total Phosphorus and Total Ammonia Nitrogen, with rationale and assumptions, that are lower or equal to the EQC listed in Part F, Condition EFFLUENT QUALITY CRITERIA – SEWAGE DISPOSAL FACILITIES;
 - i) Proposed changes to the EQC listed in Part F, Condition EFFLUENT QUALITY CRITERIA – SEWAGE DISPOSAL FACILITIES and Licence SNP, if required; and
 - j) Proposed date for revised EQC implementation.
6. The **Fiddler’s Lake Treatment System Adaptive Management Plan** referred to in Part F, Condition FIDDLER’S LAKE TREATMENT SYSTEM ADAPTIVE MANAGEMENT PLAN shall include but not be limited to:
- a) Updated versions of figures originally presented in the Fiddler’s Lake Treatment System Adaptive Management Plan, including:



CAPITAL FUND – 2023 Capital Projects

Department Project		Division	
PW Public Works & Engineering WS0018 Water Licence Project – Fiddler’s Lake Treatment System Projects		Water & Sewer	
	<ul style="list-style-type: none">i. Watershed boundaries, flow paths and outflow(s) from Part F WETLAND DELINEATION STUDY and Schedule 3, Condition 2; andii. Existing and proposed SNP stations;		
	<ul style="list-style-type: none">b) An updated assessment of water quality data collected from the Fiddler’s Lake Treatment System, including but not limited to:<ul style="list-style-type: none">i. Effluent quality summary statistics and temporal plots for EQC parameters at SNP 0032-F3;ii. Loading calculations for key parameters of potential concern (POPC) at SNP 0032-10 and SNP 0032-F1;iii. Identification of POPC, with rationale, in accordance with Appendix 2 of the Board’s Guidelines for Effluent Mixing Zones (2017);iv. Water quality data collected at receiving environment station SNP 0032-F1 since 2018, compared to CCME Canadian Water Quality Guidelines for the Protection of Freshwater Aquatic Life;v. Revised calculations for un-ionized ammonia at SNP 0032-F1, using field temperature and pH measurements;vi. Proposed water quality objectives for on-going comparison at SNP 0032-F1;vii. Updated temporal plots for EQC parameters listed for SNP 0032-F3 and POPC at SNP 0032-F1, plotted with water quality objectives if applicable; andviii. summary of findings and trends.c) Details on current and planned desludging activities, including but not limited to, basis for planning, and criteria and triggers for future de-sludging events;d) Delineation of tiered action levels for stations SNP 0032-F1 and at least one station in Great Slave Lake;e) For each Action Level, a description of how exceedances of the Action Level will be assessed and, generally, which types of actions may be taken by the Licensee if the Action Level is exceededf) Proposed changes, with rationale, to the Licence SNP;g) Proposed changes, with rationale, to the timing and duration of Fiddler’s Lake Lagoon decant;h) Proposed changes, with rationale, to Water Treatment Facilities residuals or sludge management with corresponding revisions to be submitted in a revised Water Treatment Facilities Operations and Maintenance Plan (Schedule 3, Condition 13);i) A Great Slave Lake Monitoring Program Report, including but not limited to:<ul style="list-style-type: none">i. A summary of activities conducted under the Great Slave Lake Monitoring Program from the preceding three years of monitoring;ii. A plain language summary and interpretation of major results;iii. An accurate description of the monitoring locations and any SNP stations used for evaluation of data;		

CAPITAL FUND – 2023 Capital Projects

Department Project	PW Public Works & Engineering WS0018 Water Licence Project – Fiddler’s Lake Treatment System Projects	Division	Water & Sewer
	<ul style="list-style-type: none"> iv. Tabular summaries of all data (including Excel format) and information generated under the Great Slave Lake Monitoring Program; v. An interpretation of the results, including an evaluation of spatial effects in Great Slave Lake from the Fiddler’s Lake Treatment System; vi. Data for reference area(s) in Great Slave Lake that are not influenced by effluent from the Fiddler’s Lake Treatment System, with rationale for their locations; vii. A comparison of results to action levels as defined in the Fiddler’s Lake Treatment System Adaptive Management Plan; viii. Recommendations, with rationale, for changes to the Great Slave Lake Monitoring Program; and ix. Any other information specified in the approved Great Slave Lake Monitoring Program Design Plan. 		
	<ul style="list-style-type: none"> j) An Inlet of Lake F3 Special Study, including but not limited to: <ul style="list-style-type: none"> i. Tabular summaries of Water quality analytical results (including Excel format) at the inlet of Lake F3 twice per year (once in freshet, and once in fall) for a duration of two years; ii. Analysis of the four water samples for: field parameters, total suspended solids, major ions, nutrients, CBOD5, fecal coliforms, oil and grease, total metals, total petroleum hydrocarbons, and acute toxicity (Rainbow Trout and Daphnia magna); iii. A comparison of water quality and toxicity between the inlet and outlet of Lake F3 and an explanation how water quality changes through Lake F3; and iv. A summary of findings from the Inlet of Lake F3 Special Study. 		
	<ul style="list-style-type: none"> k) Proposed resubmission schedule for future revisions to the Fiddler’s Lake Treatment System Management Plan. 		

The anticipated schedule to meet the water licence requirements is shown in Table 2.

2022	Wetland Delineation and Great Slave Lake Monitoring	<ul style="list-style-type: none"> • RFP issued and awarded • Completion of Wetland Delineation (includes submission to MVLWB) • Design of Great Slave Lake (GSL) Monitoring Program
------	---	---



CAPITAL FUND – 2023 Capital Projects

Department Project	PW Public Works & Engineering WS0018 Water Licence Project – Fiddler’s Lake Treatment System Projects	Division	Water & Sewer
2023	Wetland Delineation and Great Slave Lake Monitoring	<ul style="list-style-type: none"> • Submission of GSL Monitoring Program Design to MVLWB • GSL Monitoring Program – year 1 • RFP issued and awarded • Lake F3 Inflow Sampling – year 1 • Data gathering for treatment method evaluation • RFP issued and awarded • Design for installation of meters completed. 	
	Fiddler’s Lake Adaptive Management Plan		
	Flow Calculation/Metering at Lagoon Control Structure and Start of Receiving Environment		
2024	Wetland Delineation and Great Slave Lake Monitoring	<ul style="list-style-type: none"> • GSL Monitoring Program – year 2 • Lake F3 Inflow Sampling – year 2 • Selection of pilot treatment methods & contracts for pilot methods in place • Installation of Meters prior to decant • First year of meter use 	
	Fiddler’s Lake Adaptive Management Plan		
	Flow Calculation/Metering at Lagoon Control Structure and Start of Receiving Environment		
2025	Wetland Delineation and Great Slave Lake Monitoring	<ul style="list-style-type: none"> • GSL Monitoring Program – year 3 • Evaluation of sampling data • Pilot treatment methods implementation – year 1 • Comparison of results to water licence Effluent Quality Criteria 	
	Fiddler’s Lake Adaptive Management Plan		
2026	Wetland Delineation and Great Slave Lake Monitoring	<ul style="list-style-type: none"> • GSL Monitoring Program – year 4 • Evaluation of sampling data • Pilot treatment methods implementation – year 2 • Evaluation of results 	
	Fiddler’s Lake Adaptive Management Plan		
2027	Wetland Delineation and Great Slave Lake Monitoring	<ul style="list-style-type: none"> • GSL Monitoring Program – year 5 • Evaluation of sampling data and integration into Fiddler’s Lake Adaptive Management Plan • Completion of evaluation of all data • Completion of revised Fiddler’s Lake Adaptive Management Plan • Submission of Plan to MVLWB 	
	Fiddler’s Lake Adaptive Management Plan		

Table 2: Project Schedule

CAPITAL FUND – 2023 Capital Projects

Department Project PW Public Works & Engineering
WS0018 Water Licence Project – Fiddler’s Lake Treatment System Projects

Division

Water & Sewer

Tentative Project Cash Flow

2022	\$170,500
2023	\$400,000
2024	\$1,065,000
2025	\$1,050,000
2026	\$850,000
2027	\$265,000
Total	\$3,800,500

Operational Impact

The operational requirements as a result of this work are currently unknown, but could be substantial, depending on the outcome of the treatment method evaluation. Annual costs for sampling will increase to include the ongoing required sampling of Great Slave Lake.



CAPITAL FUND – 2023 Capital Projects

Department Project	PW Public Works & Engineering SW0006 Water Licence Project – Landfill Leachate Retention and Treatment	Division	Solid Waste
---------------------------	---	-----------------	-------------

Budget			
	2023	2024	2025
	\$	\$	\$
Expenditures	430,000	2,770,000	
Funding			
Canada Community-Building Fund	430,000	2,770,000	
<i>Total Funding</i>	430,000	2,770,000	

Description
Purpose

To provide treatment of leachate produced in landfill cells and during the baling of waste.

Background

Over the last few years, the topic of disposal of leachate from the Solid Waste Facility has been discussed with regulatory bodies at length. Leachate is generated at the Solid Waste Facility in the landfill cells and during the baling of waste. Past practice was to dispose of the leachate at the Fiddler’s Lake Sewage Lagoon. However, due to the composition of leachate, the regulators are concerned about the effect it is having on the lagoon and the wetland treatment system. Due to this concern, the City’s new Water Licence does not allow for the discharge of leachate to the sewage lagoon system, thus a solution for the treatment of leachate must be found.

The current Water Licence requires the submission of a Leachate Management Plan (LMP). The LMP must meet the requirements of Schedule 3, Item 11 which states the following:

The **Leachate Management Plan** for the Solid Waste Disposal Facilities referred to in Part F, Condition LEACHATE MANAGEMENT PLAN shall include but not be limited to:

- a) Details on the types and sources of leachate requiring management, including operational Cells, the Baling Facility, and any runoff ponds, including but not limited to:
 - i. Inspection;
 - ii. Management;
 - iii. Testing;
 - iv. Disposal; and
 - v. Contingencies.
- b) Detail on mitigations taken to reduce leachate volumes;

CAPITAL FUND – 2023 Capital Projects

Department Project	PW Public Works & Engineering SW0006 Water Licence Project – Landfill Leachate Retention and Treatment	Division	Solid Waste
---------------------------	---	-----------------	-------------

- c) Schedule for changes to leachate management practices for each source;
- d) Summary of leachate management and treatment infrastructure, including but not limited to:
 - i. Establishing maximum acceptable leachate head levels and triggers and strategies to further minimize water infiltration to SWDF cells; and
 - ii. A proposal for Groundwater monitoring required for the Leachate Management Facility (including implications to the Licence SNP);
- e) An outline of the proposed mitigations for managing leachate from the Old Landfill Cell;
- f) How the Leachate Management Plan influences the SWDF Design, Operations and Closure Plan and other plans.

The City retained a Consultant to provide options for leachate management, based on best practices for landfills. The decision was made to move forward with a leachate management facility consisting of a shallow lined pond and evaporators. The LMP was submitted to the Mackenzie Valley Land and Water Board in September 2022 for review and approval, prior to construction. The final design will take into account any items identified during the regulatory review of the LMP, and will take into account leachate generated by additional landfill cells.

Project Schedule

2023	Final Design and Tendering
2024	Facility Construction

Operational Impact

This project will affect operations at the Solid Waste Facility as the Leachate Management Facility will add a number of items to the required workload, including, but not limited to:

- Transporting leachate from the various generation points on site to the Facility;
- Operation of the evaporators at the Facility;
- Inspections of the various components of the Facility (liners, pumps, etc.); and
- Annual maintenance to startup the facility in the spring and winterize it in the fall.



CAPITAL FUND – 2023 Capital Projects

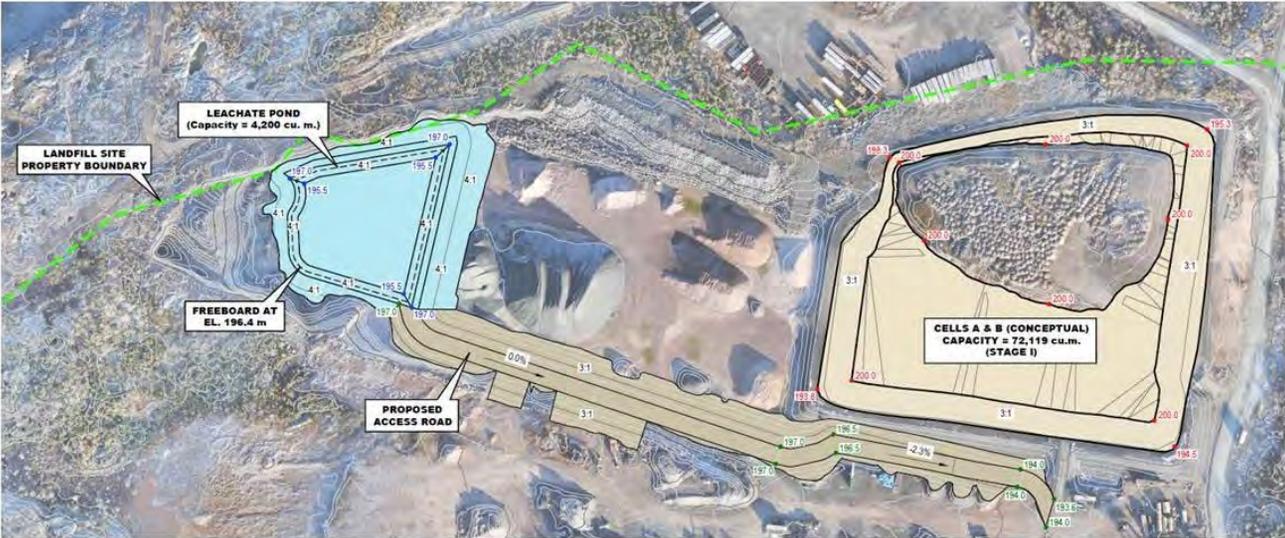
Department
Project

PW Public Works & Engineering
SW0006 Water Licence Project – Landfill Leachate Retention
and Treatment

Division

Solid Waste

Gallery



Gallery 1 – Leachate Facility

CAPITAL FUND – 2023 Capital Projects

Department Project PW Public Works & Engineering
SW0007 Water Licence Projects – Solid Waste Management

Division Solid Waste

Budget			
	2023	2024	2025
	\$	\$	\$
Expenditures			
Hydrogeological Study & Groundwater Trend Analysis	25,000	75,000	75,000
Landfill Gas Assessment	25,000	75,000	25,000
<i>Total Expenditures</i>	50,000	150,000	100,000
Funding			
Formula Funding		150,000	100,000
User Fees	50,000		
<i>Total Funding</i>	50,000	150,000	100,000

Purpose Description

To meet the requirements for studies and management plans for the Solid Waste Facility as prescribed in the City's new water licence issued May 31, 2022.

Background

The City's new water licence requires numerous studies and management plans to be completed. Two items that relate to the Solid Waste Facility (SWF) are the Hydrogeological Study and Groundwater Trend Analysis and the Landfill Gas Assessment.

Each of these items are multi-year projects due to the data that must be gathered and analyzed.

Hydrogeological Study and Groundwater Trend Analysis.

Schedule 3 Item 10 of the new water licence itemizes the requirements of the Groundwater Monitoring Plan for the SWF, which is to be submitted to the Water Board by March 31, 2026. Item 10e) refers to the completion of a hydrogeological study, and item 10f) refers to the Groundwater Trendline Analysis Report.

- e) Completion of a Hydrogeological Study of the existing and planned extent of the SWDF (Solid Waste Disposal Facility):
 - i. Supporting information for items a) and c) I, ii, iii, iv above; [Item a refers to groundwater conditions, and item c refers to the groundwater monitoring program]
 - ii. Response to recommendations included in the Study, including timelines for actions and rationale;
 - iii. Based on the outcomes of the SWDF Drainage Study, an evaluation of any resulting impacts to the Hydrogeological Study design; and



CAPITAL FUND – 2023 Capital Projects

Department Project	PW Public Works & Engineering SW0007 Water Licence Projects – Solid Waste Management	Division	Solid Waste
---------------------------	---	-----------------	-------------

- iv. A description of how the recommendations from the Study have been implemented and how they influence the Design, Operations and Closure Plan for the SWDF and the Groundwater Monitoring Plan.
- f) Completion of a **Groundwater Trendline Analysis Report:**
 - i. Supporting information for item b) (I, ii, iii) and d)(i) above;
 - ii. Site specific groundwater criteria and Action Levels with rationale;
 - iii. Establish where the site-specific groundwater criteria will be met;
 - iv. Explain how background conditions will be considered;
 - v. Plans for obtaining and using nearby regional data from other sources;
 - vi. Tabular summaries (including Excel format) of all data and information generated under the Groundwater Monitoring Plan;
 - vii. Identification of POPC, with rationale;
 - viii. Temporal plots for POPC and a summary of findings and trends;
 - ix. Determine, provide rationale for, and use a conversion factor for total and dissolved metals; and
 - x. A description of how the recommendations from the Study have been implemented, and how they influence the Design, Operations and Closure Plan for the SWDF and the Groundwater Monitoring Plan.

As each of the items listed above will require extensive annual sampling and analysis of sampling results, the project is expected to span three years. At the end of the project, the annual sampling program for groundwater will be updated, which may require an increase in the annual operational budget for sampling.

Landfill Gas Assessment

Schedule 3 Item 12 of the new water licence requires the completion of a Landfill Gas Assessment, which is to be submitted by March 31, 2025. Specifically, the Licence requires:

- 12. The **Landfill Gas Assessment** referred to in Part F, Condition LANDFILL GAS ASSESSMENT shall include but not be limited to:
 - i. A Report on the methodology and findings of the Landfill Gas Assessment;
 - ii. A summary of how the recommendations from the Landfill Gas Assessment will be incorporated into the SWDF Design, Operations and Closure Plan, including relevant timelines, and if not, rationale for not incorporating recommendations.

It is anticipated that the Landfill Gas Assessment will be completed over multiple years in order to follow industry standards for Landfill Gas Assessments and meet the requirements of the water licence.

CAPITAL FUND – 2023 Capital Projects

Department PW Public Works & Engineering **Division** Solid Waste
Project SW0007 Water Licence Projects – Solid Waste Management

Project Schedule

2022	Hydrogeological Study and Groundwater Trendline Analysis (HS>A) – RFP for project issued and awarded.
2023	HS>A – year 1 of field work Landfill Gas Assessment (LFA) – RFP for project issued and awarded; work begins
2024	HS>A – year 2 of field work; start of analysis Landfill Gas Assessment (LFA) – field work and analysis; integration of information into SWF Closure Plan
2025	HS>A – year 3 of field work; completion of analysis Landfill Gas Assessment (LFA) – Submission to MVLWB
2026	HS>A – Report submitted to MVLWB; information integrated into Groundwater Management Plan

Tentative Project Cash Flow

2022	\$25,000
2023	\$50,000
2024	\$150,000
2025	\$100,000
2026	\$100,000
Total	<hr/> \$425,000 <hr/>



CAPITAL FUND – 2023 Capital Projects

Department PW Public Works & Engineering
Project SW0007 Water Licence Projects – Solid Waste Management
Division Solid Waste

Operational Impact

The results of the Landfill Gas Assessment are likely to cause an increase in operational budget and monitoring requirements during and post closure of areas of the landfill.

CAPITAL FUND – 2023 Capital Projects

THIS PAGE IS LEFT BLANK INTENTIONALLY



CAPITAL FUND – 2024 Capital Projects

Capital Projects	2024 Budget (\$000's)	Formula Funding (\$000's)	Canada Community- Building Fund (\$000's)	Other Grants (\$000's)	Community Public Infrastructure Funding (\$000's)	IT Reserve (\$000's)	Mobile Equipment Replacement Reserve (\$000's)	User Fees (\$000's)	Land Fund (\$000's)
Accessibility Implementation	550	(550)	-	-	-	-	-	-	-
Aquatic Centre	3,588	-	(2,847)	-	(741)	-	-	-	-
Arbour Development	250	(250)	-	-	-	-	-	-	-
Asset Management	430	(430)	-	-	-	-	-	-	-
CEP Energy Efficiency Fund	100	(100)	-	-	-	-	-	-	-
Fire Hall Equipment	58	(58)	-	-	-	-	-	-	-
Firehall Renovations/ Expansion	2,551	-	-	-	(2,551)	-	-	-	-
Fleet Management	3,214	-	-	-	-	-	(3,214)	-	-
High Water Level Study	50	(50)	-	-	-	-	-	-	-
Information Technology Infrastructure Renewal	400	-	-	-	-	(400)	-	-	-
Lagoon Sludge Removal	2,800	(679)	-	(1,463)	-	-	-	(658)	-
Land Fund Capital Projects	2,000	-	-	-	-	-	-	-	(2,000)
Lift Station #1 Replacement	5,500	-	-	(4,125)	-	-	-	(1,375)	-
New Landfill/ Landfill Expansion	2,160	(540)	-	(1,620)	-	-	-	-	-
Outdoor Recreation	555	(475)	-	(80)	-	-	-	-	-
Park Equipment Replacement	490	(114)	-	-	(376)	-	-	-	-
Patching Program	338	(338)	-	-	-	-	-	-	-
Recycling Storage Building	50	-	-	-	(50)	-	-	-	-
Site Restoration/ Landfill Closure	75	(75)	-	-	-	-	-	-	-
Submarine Water Supply Line Replacement	9,000	(2,250)	-	(6,750)	-	-	-	-	-
Surface Replacements	300	(300)	-	-	-	-	-	-	-
Traffic Light Upgrades	70	(70)	-	-	-	-	-	-	-
Water & Sewer Infrastructure Replacement	100	-	(100)	-	-	-	-	-	-
Water Licence - Fiddler's Lake Treatment System Projects	1,065	-	-	-	-	-	-	(1,065)	-
Water Licence - Landfill Leachate Retention and Treatment	2,770	-	(2,770)	-	-	-	-	-	-
Water Licence Projects - Solid Waste Management	150	(150)	-	-	-	-	-	-	-
Total Capital Projects	38,614	(6,429)	(5,717)	(14,038)	(3,718)	(400)	(3,214)	(3,098)	(2,000)

CAPITAL FUND – 2023 Capital Projects

THIS PAGE LEFT BLANK INTENTIONALLY



CAPITAL FUND – 2025 Capital Projects

Capital Projects	2025 Budget (\$000's)	Formula Funding (\$000's)	Canada Community- Building Fund (\$000's)	Other Grants (\$000's)	Community Public Infrastructure (\$000's)	IT Reserve (\$000's)	Mobile Equipment Replacement (\$000's)	User Fees (\$000's)	Land Fund (\$000's)
Accessibility Implementation	400	(400)	-	-	-	-	-	-	-
Asset Management	370	(370)	-	-	-	-	-	-	-
Fire Hall Equipment	58	(58)	-	-	-	-	-	-	-
Fleet Management	1,447	-	-	-	-	-	(1,447)	-	-
High Water Level Study	250	(250)	-	-	-	-	-	-	-
Information Technology Infrastructure Renewal	295	-	-	-	-	(295)	-	-	-
Lagoon Sludge Removal	2,800	-	(2,800)	-	-	-	-	-	-
Land Fund Capital Projects	1,000	-	-	-	-	-	-	-	(1,000)
Land Surveying (Commissioners)	100	(100)	-	-	-	-	-	-	-
Library / Arts Centre Development	2,500	(2,500)	-	-	-	-	-	-	-
Lift Station #1 Replacement	200	-	-	(150)	-	-	-	(50)	-
New Landfill/ Landfill Expansion	3,960	-	-	(2,017)	(1,943)	-	-	-	-
Park Equipment Replacement	150	(56)	(14)	(80)	-	-	-	-	-
Patching Program	349	(349)	-	-	-	-	-	-	-
Paving Program	200	-	(200)	-	-	-	-	-	-
Recycling Storage Building	650	-	-	-	(650)	-	-	-	-
Submarine Water Supply Line Replacement	21,130	(1,105)	-	(15,847)	(1,126)	-	-	(3,052)	-
Surface Replacements	225	(225)	-	-	-	-	-	-	-
Traffic Light Upgrades	70	(70)	-	-	-	-	-	-	-
Water & Sewer Infrastructure Replacement	2,000	(347)	(1,653)	-	-	-	-	-	-
Water Licence - Fiddler's Lake Treatment System Projects	1,050	-	(1,050)	-	-	-	-	-	-
Water Licence Projects - Solid Waste Management	100	(100)	-	-	-	-	-	-	-
Total Capital Projects	39,304	(5,930)	(5,717)	(18,094)	(3,719)	(295)	(1,447)	(3,102)	(1,000)

CAPITAL FUND – 2024 Capital Projects

THIS PAGE LEFT BLANK INTENTIONALLY



RESERVE FUND

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

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

Reserve Fund	2021 Budget (\$000's)	2021 Actuals (000's)	2022 Budget (\$000's)	2022 Forecast (\$000's)	2023 Budget (000's)	2024 Budget (000's)	2025 Budget (000's)	Note
Downtown Development Reserve								
Opening Balance	844	895	877	928	995	908	771	
(To) General Fund	(150)	(113)	(100)	(100)	(200)	(250)	(250)	(1)
From General Fund	113	123	-	147	113	113	113	(2), (3)
From Land Fund	20	23	20	20	-	-	-	
Closing Balance	827	928	797	995	908	771	634	
Information Technology Reserve								
Opening Balance	1,287	1,804	1,541	1,977	1,573	1,541	1,641	
(To) Capital Fund	(627)	(477)	(310)	(714)	(327)	(400)	(295)	
From Capital Fund	650	650	310	310	295	500	500	
Closing Balance	1,310	1,977	1,541	1,573	1,541	1,641	1,846	
Mobile Equipment Replacement Reserve								
Opening Balance	1,292	2,259	1,397	2,275	3,475	3,824	2,841	
(To) Capital Fund	(1,353)	(1,454)	(1,278)	(300)	(1,882)	(3,214)	(1,447)	
From Capital Fund	1,470	1,470	1,500	1,500	2,231	2,231	2,231	
Closing Balance	1,409	2,275	1,619	3,475	3,824	2,841	3,625	
Major Community Facility Reserve								
Opening Balance	3,220	3,180	3,268	3,220	851	187	274	
(To) Capital Fund	-	-	-	(2,430)	(751)	-	-	(4)
From General Fund	87	40	61	61	87	87	87	
Closing Balance	3,307	3,220	3,329	851	187	274	361	

RESERVE FUND

Reserve Fund	2021 Budget (\$000's)	2021 Actuals (000's)	2022 Budget (\$000's)	2022 Forecast (\$000's)	2023 Budget (000's)	2024 Budget (000's)	2025 Budget (000's)	Note
Heritage Reserve								
Opening Balance	84	113	138	141	141	141	141	
From General Fund	-	28	-	-	-	-	-	
Closing Balance	84	141	138	141	141	141	141	
Samuel Colley Library Donation Reserve								
Opening Balance	427	428	429	429	431	433	434	
From General Fund	-	1	-	2	2	1	1	
Closing Balance	427	429	429	431	433	434	435	
Revitalization Initiative Reserve								
Opening Balance	2,416	2,416	2,416	2,416	-	-	-	
(To) Downtown Development Reserve	-	-	-	(141)	-	-	-	(3)
(To) Land Fund	-	-	-	(2,275)	-	-	-	(3)
Closing Balance	2,416	2,416	2,416	-	-	-	-	
Community Grant Reserve								
Opening Balance	105	66	75	77	25	25	25	
(To) General Fund	-	-	(75)	(75)	-	-	-	(5)
From General Fund	-	11	-	23	-	-	-	(6)
Closing Balance	105	77	-	25	25	25	25	
Total Reserves	9,885	11,463	10,269	7,491	7,059	6,127	7,067	
Reserve Opening Balance	9,675	11,161	10,141	11,463	7,491	7,059	6,127	
Total Transfers	210	302	128	(3,972)	(432)	(932)	940	
Reserve Closing Balance	9,885	11,463	10,269	7,491	7,059	6,127	7,067	

Note:

- (1) \$100,000 to fund the Homelessness Employment Program from 2021 through 2025.
The Downtown Development initiatives will be funded by the Downtown Development Reserve - \$100,000 in 2023 and \$150,000 each in 2024 and 2025.
- (2) 25% of parking meter revenue is transferred to the Downtown Development Reserve, except for the 2022 Budget.
- (3) Council directed Administration, in September 26, 2022 meeting, to transfer \$2.275 million from Revitalization Initiative Reserve to the Land Development Fund to cover the land value of Lots 8, 9 and 10, Block 31, Plan 65 and Lot 34, Block 30. In addition, Administration was directed to transfer \$141,000 from the Revitalization Initiative Reserve to the Downtown Development Reserve to support development initiatives.
- (4) To fund the Aquatic Centre.
- (5) To fund the Multi-Year Funding in 2022.
- (6) Any unallocated/unused grants will be transferred to the Community Grant Reserve for use in future years.
As per Council Motion # 0042-22, the unallocated 2022 budget of \$23,228.50 was carried over for future use.



LONG-TERM DEBT

	2021 Budget (\$000)	2021 Actual (\$000)	2022 Budget (\$000)	2022 Forecast (\$000)	2023 Budget (\$000)	2024 Budget (\$000)	2025 Budget (\$000)
<u>Outstanding Long-term Debt</u>							
Opening Balance	13,662	13,664	11,953	11,953	19,987	17,734	15,454
Capital Fund Debt Issued	-	-	10,001		-	-	-
Capital Fund Debt Repaid	(1,711)	(1,711)	(1,976)	(1,967)	(2,253)	(2,280)	(2,359)
Closing Balance	11,951	11,953	19,978	19,987	17,734	15,454	13,095
Comprised of							
General Capital	11,951	11,953	19,978	19,987	17,734	15,454	13,095
	11,951	11,953	19,978	19,987	17,734	15,454	13,095

LONG-TERM DEBT

	2021 Budget (\$000)	2021 Actual (\$000)	2022 Budget (\$000)	2022 Forecast (\$000)	2023 Budget (\$000)	2024 Budget (\$000)	2025 Budget (\$000)
<u>General Capital</u>							
Water Treatment Plant \$20 million Authorized by By-law No. 4681 to finance the Water Treatment Plant, with monthly payment of \$139,060.93, including Principal and interest at 3.098%.	9,812	9,812	8,428	8,428	7,000	5,527	4,008
Water Treatment Plant \$3 million authorized by By-law No. 4737 to finance the Water Treatment Plant, with monthly payment of \$21,754.22, including Principal and interest at 3.708%.	1,540	1,540	1,333	1,333	1,118	895	663
Water Treatment Plant \$839,000 authorized by By-law No. 4737 to finance the Water Treatment Plant, with monthly payment of \$6,198.00, including principal and interest at 3.981%.	433	435	377	377	317	254	189
TD Debenture authorized by By-law No. 4729 to re-finance completion of phase one of the Multiplex, with monthly payment Of \$9,944.17 including principal and interest at 2.775%, Expiring May 2023.	166	166	50	50	-	-	-
Aquatic Centre \$10 million authorized by By-law No.5044 to finance the Aquatic Centre, with monthly payment of \$74,659.63 including principal and interest at 4.136%, expiring July 2037.	-	-	9,790	9,799	9,299	8,778	8,235
	11,951	11,953	19,978	19,987	17,734	15,454	13,095



LONG-TERM DEBT

Principal Payments and Interest Expenditures

		2021 Budget (\$000)	2021 Actual (\$000)	2022 Budget (\$000)	2022 Forecast (\$000)	2023 Budget (\$000)	2024 Budget (\$000)	2025 Budget (\$000)	2026 Estimated (\$000)	2027 Estimated (\$000)	2028 & Thereafter Projected (\$000)	Total From 2023 Onwards (\$000)
General												
Debenture #239 Refinancing	Principal	113	110	116	116	50	-	-	-	-	-	50
	Interest	6	9	3	3	-	-	-	-	-	-	-
		119	119	119	119	50	-	-	-	-	-	50
Water Treatment Plant \$20 million	Principal	1,342	1,301	1,384	1,384	1,428	1,473	1,519	1,567	1,616	827	8,430
	Interest	324	365	282	282	238	193	147	99	50	6	733
		1,666	1,666	1,666	1,666	1,666	1,666	1,666	1,666	1,666	833	9,163
Water Treatment Plant \$3 million	Principal	200	193	207	207	215	223	232	241	250	172	1,333
	Interest	61	68	53	53	46	37	29	20	11	2	145
		261	261	260	260	261	260	261	261	261	174	1,478
Water Treatment Plant \$0.839 million	Principal	56	53	58	58	60	63	65	68	71	49	376
	Interest	18	21	16	16	14	11	9	6	3	1	44
		74	74	74	74	74	74	74	74	74	50	420
Aquatic Centre \$10 million	Principal	-	-	211	202	500	521	543	566	590	7,079	9,799
	Interest	-	-	149	171	396	375	353	330	306	1,507	3,267
		-	-	360	373	896	896	896	896	896	8,586	13,066
Total	Principal	1,711	1,657	1,976	1,967	2,253	2,280	2,359	2,442	2,527	8,126	19,986
	Interest	409	463	503	525	694	616	538	455	370	1,516	4,189
		2,120	2,120	2,479	2,492	2,947	2,896	2,897	2,897	2,897	9,642	24,175

LONG-TERM DEBT

Legal Borrowing Limit

Year	Legal Limit (\$000's)	Debt Balance (\$000's)	Remaining Debt Balance (\$000's)	Debt Service Limit (\$000's)	Actual / Forecasted Debt Service (\$000's)	Remaining Debt Service (\$000's)
2021	156,346	35,025	121,321	19,543	8,920	10,623
2022	155,332	95,879	59,453	19,417	55,100	-35,683
2023	159,717	80,668	79,049	19,964	14,128	5,836
2024	159,654	65,268	94,386	19,957	9,463	10,494
2025	164,378	41,248	123,130	20,547	9,455	11,092

Note:

- (1) According to Section 167 of the *Cities, Towns and Villages Act*, the City's borrowing limit is two times its eligible revenues and its debt service limit is 25% of these revenues.
- (2) In 2022, the City borrowed \$10 million for the Aquatic Centre.
- (3) Debt balance includes balances of long-term debts, financial commitments, and net liabilities.
- (4) Debt service includes payment of debts, commitments and guarantees, and liabilities in the following 12 months less deductibles.
- (5) The borrowing and debt servicing limits depends on the financial position of the City at the time of borrowing in terms of eligible revenues, financial commitments, committed and unfinished capital projects etc. Therefore, the City's actual borrowing capacity has to be finalized with MACA at the time of borrowing.
- (6) The debt balance included the debts related to local improvement costs in the Yellowknife Condominium Corporation No. 8 Mobile Home Park and Stage 2, Phase 7, Niven Lake Subdivision.



TEN-YEAR CAPITAL PLAN

10-YEAR CAPITAL PLAN (2023-2032)

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

Crucial to the success of any forecasting exercise are the key assumptions used in preparing the Plan.

KEY ASSUMPTIONS

To develop the Plan, information was compiled utilizing the following assumptions:

- The 2023, 2024 and 2025 capital expenditures are based on the draft budgeted expenditures as outlined in this budget document. 2026 – 2032 numbers are based on the best estimates of required future investments and anticipated funding levels.
- Formula funding and infrastructure funding from the GNWT are expected to remain stable over the ten-year period. Inflationary increases are expected in the formula funding.
- Canada Community-Building Fund Funding will continue as promised by the federal government and as outlined in the renewed Canada Community-Building Fund Agreement.
- Any additional infrastructure or stimulus grant funding from other orders of government will be used to supplement the annual core funding levels.
- Development costs for new residential and industrial subdivisions are included in this Plan and the future development costs will be recovered from the Land Fund.

TEN-YEAR CAPITAL PLAN

There are three primary grant sources used for capital funding:

Funding	Source	Description
Formula Funding	GNWT	The GNWT uses the City's population, property assessment values, and inflation rate to calculate its community points. These points are compared to those of all other Northwest Territories communities to distribute the available funding. The 10-Year Financial Plan is based on the City receiving \$7.8 million in Formula Funding in each year of the plan.
Canada Community-Building Fund	Federal Government	This long-term indexed funding is determined on a per capita basis. It is assumed that the City will receive \$5.7 million plus inflation annually for the next ten years.
Community Public Infrastructure Funding (CPI)	GNWT	This territorial funding is calculated using a base-plus approach. The City is allocated 2% of the total funding available – the base. The City's population and current replacement value of its public infrastructure are used to calculate its community points relative to the total of all communities' points in the NWT. The community points are then used to determine the balance of the CPI allocated to each community. It is estimated that the City will receive \$3.7 million annually for the next ten years.



TEN-YEAR CAPITAL PLAN

INFRASTRUCTURE INVESTMENT

The City plans to invest \$278.2 million over the next ten years to sustain the infrastructure it depends on to deliver services and programs. This will help ensure that the City can safely and sustainably provide core services to protect the health and safety of its citizens, as well as the recreational opportunities that residents

have come to value. This investment will also create a projected capital reserve – expected to total approximately \$21 million by 2032 – for unexpected or unbudgeted costs. These amounts are based on currently-available asset data, and may be subject to change.

TEN-YEAR CAPITAL PLAN	2023 TO 2025 Budget										2023 to 2032 10-Year		
	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	Total
Planned Expenditures (\$000):													
General Government	545	610	667	830	665	600	600	600	600	600	600	600	6,362
Others	70	300	340	430	370	100	100	100	100	100	100	100	1,840
IT Reserve	475	310	327	400	295	500	500	500	500	500	500	500	4,522
Public Safety	284	470	4,544	2,609	58	400	400	400	400	400	400	400	10,011
Safety/Safety Equipment	254	175	95	58	58								211
Firehall	30	295	4,449	2,551									7,000
Community Services	2,857	21,894	45,087	5,733	3,275	2,000	2,000	2,000	2,000	2,000	2,000	2,000	68,095
Aquatic Centre	830	20,757	43,057	3,588									46,645
Art & Culture Development					2,500								2,500
Outdoor Recreation			165	555									720
Surface Replacement			405	300	225								930
Parks	113	345	250	490	150								890
Community Services Others	1,914	792	1,210	800	400								2,410
Public Works	10,113	15,263	16,686	27,392	33,956	14,274	13,825	13,633	13,372	13,287	14,362	14,536	175,323
Water & Sewer Capital Replacement	4,478	4,225		100	2,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	37,100
Other Water & Sewer Projects	409	1,975	3,679	6,785	3,950	1,500	1,500	1,500	1,500	1,500	1,500	1,500	24,914
Submarine Water Supply Line	98	1,000	1,000	9,000	21,130	500							31,630
Liftstation Upgrades			3,260	5,500	200	300	300	300	300	300	300	300	11,060
Public Transit	8												
Roads & Sidewalks	2,664	4,145	6,865	408	619	4,500	4,500	4,500	4,500	4,500	4,500	4,500	39,392
Solid Waste Management	715			125	650	440	440	440	440	440	440	440	3,855
Construction of New Cell				2,160	3,960								6,120
Community Energy Plan	287	2,640		100		500	500	500	500	500	500	500	3,600
Fleet Management	1,454	1,278	1,882	3,214	1,447	1,534	1,585	1,393	1,132	1,047	2,122	2,296	17,652
Planning and Development		3,950	900	2,050	1,350	2,000	2,000	2,000	2,000	2,000	2,000	2,000	18,300
Total	12,890	42,187	67,884	38,614	39,304	19,274	18,825	18,633	18,372	18,287	19,362	19,536	278,091
Total Available	24,954	46,244	46,241	35,417	36,607	21,847	16,764	20,687	21,482	21,397	22,472	22,946	265,861
Surplus(Deficit)	12,064	4,040	(21,643)	(3,197)	(2,697)	2,573	(2,061)	2,054	3,110	3,110	3,110	3,410	
Closing balance	29,030	33,165	11,522	8,326	5,629	8,202	6,142	8,196	11,306	14,416	17,526	20,936	

Assumptions:

- (1) Annual transfers of \$1 million from the General Fund starting from 2024 onwards.
- (2) Aquatic Centre costs of \$71.762 million, partially funded by borrowing \$10.001 million for 15 years at 4.136% in 2022.

TEN-YEAR CAPITAL PLAN

MAJOR CAPITAL PROJECTS

General Government

Currently the planned investment in Information Technology infrastructure totals \$4.5 million over the next ten years. This reflects regular, incremental expenditures to ensure the infrastructure continues to meet the increasing demands being placed on it.

Public Safety

In addition to regular safety equipment upgrades over the next 10 years, the City is also continuing its investment in renovating and expanding the Fire Hall to meet the emergency and fire service needs of its population. Design work has been completed in 2022, with construction slated for 2023 and 2024

The planned expenditures over the next ten years on safety equipment and the Fire Hall total about \$10 million.

Community Services

The existing Ruth Inch Memorial Pool has reached the end of its expected lifespan, and the City is building a new Aquatic Centre to replace it. Planning began in 2016 and included extensive public and user-group consultation that led to the design for a 25 metre, 8 lane lap pool and related amenities. The City has borrowed \$10,001,000 to partially fund this project.

Construction has started in 2022 and is expected to be completed in 2024. Once the new facility is operational, the existing pool will be closed and the building will be repurposed.

The City of Yellowknife Arts & Culture Master Plan was adopted by Council in September 2022. The Plan indicates the need to assess

and plan for cultural infrastructure and assets. Funding has been identified in 2025 to move towards this goal.

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

In total the planned expenditures for municipal facilities, including parks and trails, are \$68 million over the next ten years.

Public Works

The replacement of deteriorated corrugated metal sewer pipes (CMP) first began in 1984 and was completed in 2018. The City is also planning further work to replace other aging underground water and sewer infrastructure. Over the next ten years the City will invest \$62 million in this area as well as other complex assets such as potable water pump houses and sewage lift stations.

Just as important as the underground infrastructure are the buildings and equipment that form part of the water delivery system that provides residents with excellent quality water. Expansion of the water reservoir was completed in 2008 and the Water Treatment Plant was completed in 2015. This project was partly financed by the borrowing of \$23.8 million, which will be repaid by 2028.

The City draws its water from the Yellowknife River via an underwater pipeline, which runs about eight kilometers between Pumphouse #2 at the Yellowknife River and Pumphouse #1 on 48th Street. The pipeline has reached the end of its useful life, and work



TEN-YEAR CAPITAL PLAN

has begun to replace it at an anticipated cost of \$35.6 million. The City has secured \$25.8 million from the Disaster Mitigation and Adaptation Fund towards the project, and is continuing to seek additional funding for the balance of the cost.

Historically, a majority of the road rehabilitation program was financed by long-term borrowing (debentures). In 2005, however, the City decided to reduce its reliance on long-term borrowing. As a result, the timely rehabilitation of existing roads and sidewalks was deferred. The City will use Canada Community-Building Fund Funding, Community Public Infrastructure Funding and Formula Funding to finance the costs of road rehabilitation and over the next ten years the City plans to invest more than \$39.4 million in this effort. Some road rehabilitation is also accomplished at the same time as the Water and Sewer Infrastructure Replacement Program, using funds from that program.

The mobile equipment fleet has a replacement value of \$18.7 million and must be properly maintained to meet the service levels expected by residents. Over the next ten years, the City has budgeted \$17.7 million for fleet management.

Solid Waste Management

As part of ongoing investments to ensure adequate landfill capacity at the Solid Waste Facility, the City is allocating \$6.1 million for the design and construction of a new landfill cell, beginning in 2024.

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

The planned expenditures over the next ten years are \$3.9 million for solid waste management.

Council has adopted a Community Energy Plan (CEP) to support the community in its efforts to reduce emissions and to ensure that the City leads by example. It provides a framework for reducing the cost of energy use within both City operations and the community. The City completed the five milestones of original Plan and in 2017 updated the Plan for an additional 10-year period. The updated plan sets out ambitious targets on both the Corporate and Community side with respect to GHG emission reductions and renewable energy use. The City is planning to spend \$3.6 million over the next ten years on CEP initiatives.

Planning and Development

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

The planned expenditures in this area over the next ten years total \$18.3 million. Any additional resources obtained from other orders of government for related projects will be used to augment this spending.

FINANCING CAPITAL PROJECTS

The City uses GNWT formula funding, government grants, property taxes, water and sewer fees and levies to fund capital projects and reserve funds. Currently, part of the property tax revenue is used for debt servicing costs. The City's Ten-Year Capital Plan has identified that a transfer of \$1 million per year is required to support a

TEN-YEAR CAPITAL PLAN

sustainable capital investment strategy, in addition to the funding received from other orders of government.

Presently the City has several reserve funds. One of them is the Major Community Facility Reserve (MCFR). The MCFR is used to fund major capital projects such as City Hall, Library renovations and the Aquatic Centre. In 2022 to 2023, the City is planning to use \$3.18 million from MCFR to fund the Aquatic Centre. Any replacement or addition of such facilities will require additional funding from other orders of government and will be subject to detailed public consultation prior to committing funds. In addition, there should be a Capital Reserve in place to meet demand arising from emergency and/or unbudgeted events. The reserve will be about \$21 million to be accumulated over the next ten years.

LONG-TERM DEBT

In 2013 the City borrowed \$23.9 million, repayable over 15 years, to finance the Water Treatment Plant. This enabled it to dedicate the Canada Community-Building Fund funding to accelerate other capital projects and to complete the CMP program by 2018. In 2022, the City borrowed \$10 million to build the new Aquatic Centre.

It is anticipated that the City's long-term debt will decrease from \$15.3 million in 2019 to \$12 million by the end of 2021. With the borrowing of \$10 million in 2022 for the Aquatic Centre, its annual debt servicing cost will increase from \$2.1 million in 2021 to \$2.5 million in 2022, and \$3 million in 2024. Both debt and debt servicing will be within the legal limits from 2023 onwards and have been included in the Ten-Year Capital Plan.

The City has been trying to secure other sources of funding to reduce our debt burden and will continue to do so. In 2021, the City has

successfully secured \$10.4 million of Investing in Canada Infrastructure Program funding (ICIP) for the paving and new landfill cell - design and construction projects. In 2022, the City has secured another \$8.4 million ICIP funding for proposed Lift Station # 1 replacement with the construction slated for 2023 and 2024.

SUMMARY

Over the next ten years, the City's planned annual capital expenditures will average \$27.8 million.

