

Budget 2021

Mayor and Council Questions

Questions and Answers – November 2 nd – 6 th	
Q	<i>Why did Administration think there may be a need for two additional dispatchers in 2021 (that seems like a relatively significant increase given the current # of staff)?</i>
A	These positions are required to achieve Recommendation #6 from the 2016 Yellowknife Fire Department Master Plan: Increase staffing levels to meet the requirements outlined in NFPA 1221 with a minimum of two operators on duty at all times. Administration will consider alignment of our Public Safety Communications Centre (PSCC) with the GNWT's 911 before formally proposing these to Council.
Q	<i>Does the capital money allocated for new dispatch software have anything to do with the troubles and headaches we have been experiencing trying to coordinate with the new 911 program?</i>
A	The recommendation is that O&M funding be used to purchase Emergency Medical Dispatching software. The application supports an industry best practice which will improve the safety of First Responders and the public alike, reduce response times, and support positive outcomes from emergency calls. Acquisition of this software is intended to increase the quality of service provided by Public Safety Communications Centre (PSCC), but it will also create opportunities for mutually beneficial support between NWT 911 and PSCC.

Questions and Answers – November 2nd – 6th

Q Please provide a chart like the rate payer impacts page in the Budget 2021 Introduction presentation for commercial assessments of \$750,000, \$1,000,000, and \$1,250,000.

A Based on the information in the Draft Budget 2021 document, an 11.92% tax rate increase will be required to meet the property taxation revenue requirements. The two tables below reflect the potential impact of this tax rate increase for sample residential and commercial assessments:

<i>Residential Property – 11.92% Tax Rate Increase</i>					
<i>Assessed Value</i>	<i>2019 Taxes</i>	<i>2020 Taxes</i>	<i>2021 Taxes</i>	<i>Annual Change</i>	<i>Monthly Change</i>
\$250,000	\$1,325	\$1,408	\$1,576	\$168	\$14
\$450,000	\$2,385	\$2,535	\$2,837	\$302	\$25
\$650,000	\$3,445	\$3,662	\$4,099	\$437	\$36

<i>Commercial Property – 11.92% Tax Rate Increase</i>					
<i>Assessed Value</i>	<i>2019 Taxes</i>	<i>2020 Taxes</i>	<i>2021 Taxes</i>	<i>Annual Change</i>	<i>Monthly Change</i>
\$750,000	\$9,000	\$9,143	\$10,232	\$1,090	\$91
\$1,000,000	\$12,000	\$12,190	\$13,643	\$1,453	\$121
\$1,250,000	\$15,000	\$15,238	\$17,054	\$1,816	\$151

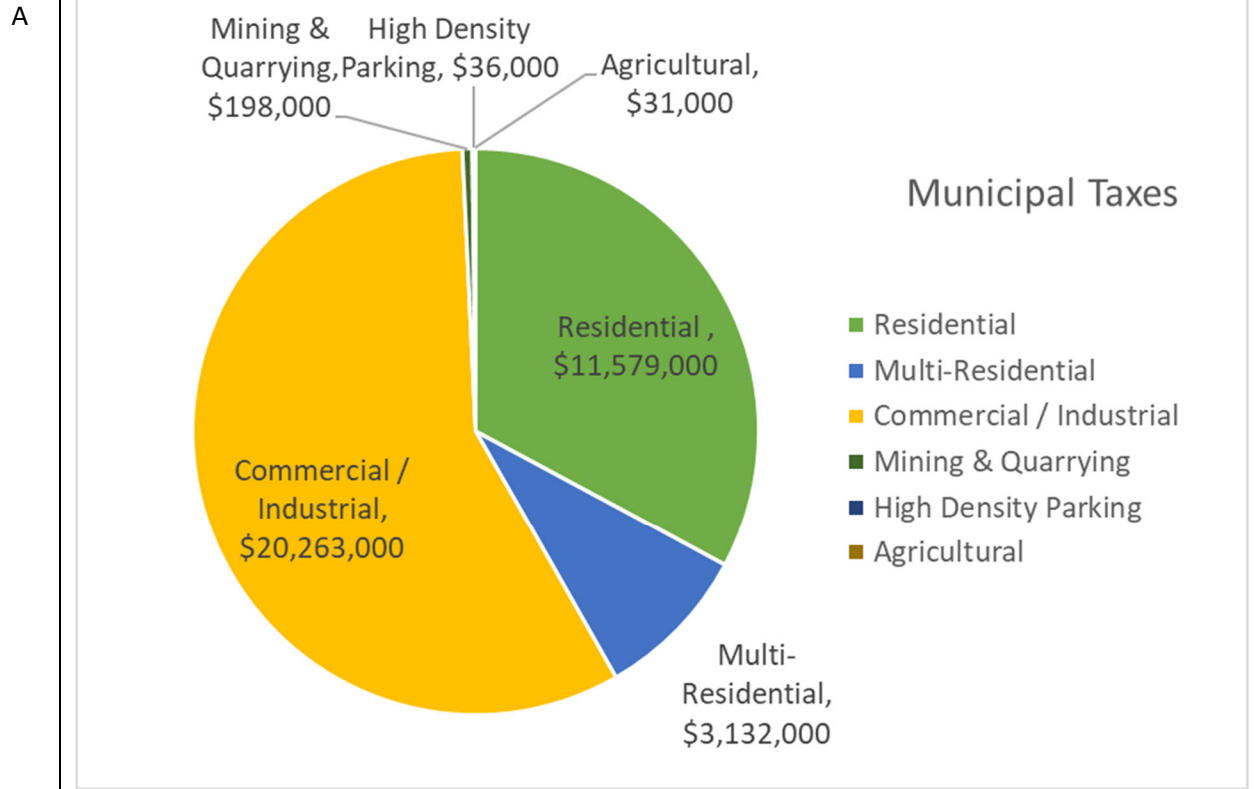
Questions and Answers – November 2nd – 6th

The GNWT has indicated that they will flow through \$1,560,127 in federal COVID Restart funding. If this occurs, and the funding can be used at the City’s discretion to offset O&M expenditures, it could reduce the required tax rate increase by 4.95%, to 6.97%. In this scenario, the potential impact for the sample assessments is as follows:

<i>Residential Property – 6.97% Tax Rate Increase</i>					
<i>Assessed Value</i>	<i>2019 Taxes</i>	<i>2020 Taxes</i>	<i>2021 Taxes</i>	<i>Annual Change</i>	<i>Monthly Change</i>
\$250,000	\$1,325	\$1,408	\$1,507	\$98	\$8
\$450,000	\$2,385	\$2,535	\$2,712	\$177	\$15
\$650,000	\$3,445	\$3,662	\$3,917	\$255	\$21

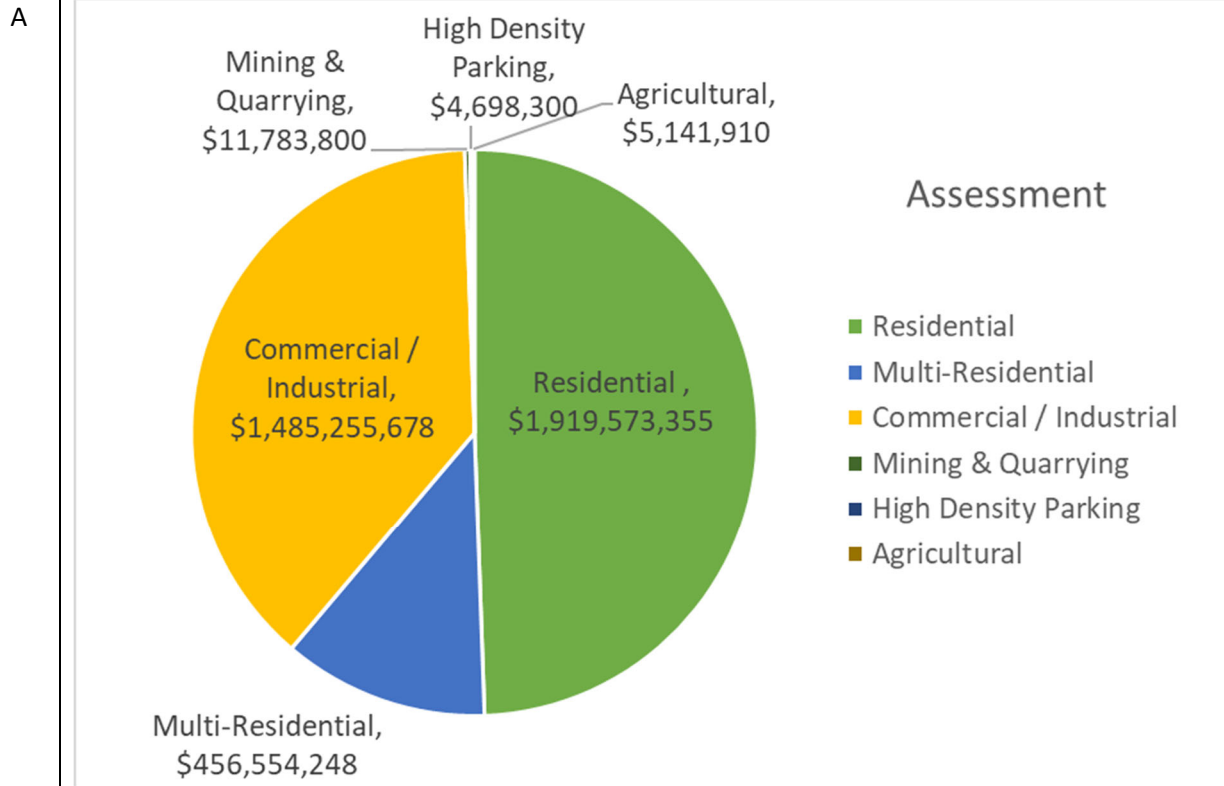
<i>Commercial Property – 6.97% Tax Rate Increase</i>					
<i>Assessed Value</i>	<i>2019 Taxes</i>	<i>2020 Taxes</i>	<i>2021 Taxes</i>	<i>Annual Change</i>	<i>Monthly Change</i>
\$750,000	\$9,000	\$9,143	\$10,232	\$1,090	\$91
\$1,000,000	\$12,000	\$12,190	\$13,643	\$1,453	\$121
\$1,250,000	\$15,000	\$15,238	\$17,054	\$1,816	\$151

Q Please provide a pie graph showing the total amount collected in taxes, with the amount for each property assessment group, residential/commercial/agricultural and any others we have.



Questions and Answers – November 2nd – 6th

Q Please provide a pie graph showing the value of assessments in each property assessment group.



Q If we assume that our revenues were similar to 2019, what would our tax increase have been? I'm trying to understand the actual implication of COVID on the 2021 budget.

A If COVID considerations were eliminated from Budget 2021, projected net revenues would be \$1,353,000 higher than in the Draft Budget 2021 document. This would reduce the tax rate increase by 4.3% to 7.62%.

Questions and Answers – November 2nd – 6th

Q What do the numbers on Slide 15 of the Budget 2021 Introduction presentation mean? Which are actual increases?

Initiative	Amount	Clarification
Citizen’s Survey	\$45,000	This allocation is periodic and reflects the total contracted cost of conducting the survey. The last survey was done in 2017, and an allocation for a 2020 survey was included in the draft 2020 Budget, but eliminated by Council during deliberations.
Public Transit Contracted Costs	\$459,263	This represents the difference between the Draft Budget 2021 amount and the Approved Budget 2020 amount.
Professional Development	\$35,662	This is the recommended increase over the Approved Budget 2020 amount. It reflects the second year of a three-year phased approach to increasing professional development amounts to the level required to meet Council’s Objective 2.2 – Integrate a culture of continuous improvement into corporate culture.
Street Outreach Services	\$373,752	This allocation is the total amount recommended for 2021, based on Council’s prior direction related to the program.
Homelessness Employment Program	\$100,000	This allocation is the total amount recommended for 2021, based on Council’s prior direction related to the program.
Homelessness Coordinator	\$61,000	This allocation is the City’s portion of the position’s salary; the balance is covered by federal funding.
Emergency Services Training Aids & Dispatch Software	\$69,162	This amount is the total of allocation increases for these specific acquisitions.
IT Security	\$45,805	This reflects an increase in the ongoing IT Security allocation to reflect the growing efforts to protect the City’s IT infrastructure from escalating security threats.

Questions and Answers – November 15th

Q	<i>Budget Summary – Page 18: No ICIP funding anticipated in 2021? Or no amount yet cause the Feds/GNWT have approved it yet?</i>												
A	Funding is recognized in the budget when it is used for a project. The only currently planned use of Investing in Canada Infrastructure Program (ICIP) funding is for the Lagoon Sludge Removal project, where it is shown under the original initiative name of Green Infrastructure Stream. It will be combined with the ICIP line in the Final version of the document.												
Q	<i>Budget Summary – Page 18: Why the increase in Ground Ambulance and Highway Rescue?</i>												
A	Forecast 2020 includes revenues of \$176,143 from grants related to the Climate Change Preparedness in the North Program (CCPNP) for the City/YKDFN wildland fire mitigation project. Funding is expected to return to more normal levels in 2021.												
Q	<i>Mayor and Council – Page 25:</i>												
A	The Draft Budget 2021 document reflects these August 2020 forecasts for 2020 Mayor and Council General Services expenditures: <table data-bbox="315 706 945 917" style="margin-left: 40px;"> <tr> <td>Public Relations</td> <td style="text-align: right;">\$47,000</td> </tr> <tr> <td>Civic Functions</td> <td style="text-align: right;">\$2,000</td> </tr> <tr> <td>Legal Fees</td> <td style="text-align: right;">\$32,000</td> </tr> <tr> <td>Telephone</td> <td style="text-align: right;">\$3,000</td> </tr> <tr> <td>Governance Strategy</td> <td style="text-align: right;"><u>\$28,000</u></td> </tr> <tr> <td><i>Total</i></td> <td style="text-align: right;"><i>\$112,000</i></td> </tr> </table>	Public Relations	\$47,000	Civic Functions	\$2,000	Legal Fees	\$32,000	Telephone	\$3,000	Governance Strategy	<u>\$28,000</u>	<i>Total</i>	<i>\$112,000</i>
Public Relations	\$47,000												
Civic Functions	\$2,000												
Legal Fees	\$32,000												
Telephone	\$3,000												
Governance Strategy	<u>\$28,000</u>												
<i>Total</i>	<i>\$112,000</i>												
Q	<i>Mayor and Council – Page 27:</i>												
A	The Draft Budget 2021 document was based on the August 2020 Forecast. Since that time, both groups have claimed their funding: <table data-bbox="315 1088 945 1161" style="margin-left: 40px;"> <tr> <td>Canadian Championship Dog Derby</td> <td style="text-align: right;">\$13,000</td> </tr> <tr> <td>Folk on the Rocks</td> <td style="text-align: right;">\$15,000</td> </tr> </table>	Canadian Championship Dog Derby	\$13,000	Folk on the Rocks	\$15,000								
Canadian Championship Dog Derby	\$13,000												
Folk on the Rocks	\$15,000												
Q	<i>Mayor and Council – Page 27: Additional Grants: Should go to the Community Grant Reserve (Page 190, which is currently showing no funding being included there).</i>												
A	The transfer to the Reserve is typically done at the end of the year because grant recipients have until December 15 th to submit their grant funding reports. The transfer will show in the Final version of the Budget 2021 document.												

Questions and Answers – November 15th

Q	<i>Mayor and Council – Page 28: Ptarmicon didn't take their money in the end?</i>
A	<p>Ptarmicon cancelled their event and did not receive any funds from the City. The \$7,000 allocation will be transferred to the Community Grant Reserve at year end.</p> <p>Similarly, Skills Canada, the Northwords Writers Festival Society, and the Yellowknife International Airshow Society cancelled their events. The \$7,000 allocated to each organization will be transferred to the Community Grant Reserve at year end.</p>
Q	<i>Mayor and Council – Page 28: Additional Grants: Should go to the Community Grant Reserve (Page 190, which is currently showing no funding being included there).</i>
A	The transfer to the Reserve is typically done at the end of the year because grant recipients have until December 15 th to submit their grant funding reports. The transfer will show in the Final version of the document.
Q	<i>Mayor and Council – Page 29: Food First Foundation and Snowboard Society: Didn't take their money?</i>
A	<p>Food First has indicated they will use their funds but have not yet submitted a signed agreement so no funds have been released. They have until December 15th, 2020 to sign an agreement.</p> <p>The Ragged Riders Snowsports Society accepted their funding but subsequently cancelled their event. They have been invoiced for the \$10,000. Similarly, the Dene Nahjo – Tides Canada Initiatives Society accepted their funding but subsequently cancelled their event, and have been invoiced for the \$10,000.</p>
Q	<i>Mayor and Council – Page 30: Swim Club: Didn't take their money?</i>
A	The Polar Bear Swim Club has indicated they will use their funds but have not yet submitted a signed agreement so no funds have been released. They have until December 15 th , 2020 to sign an agreement.
Q	<i>Mayor and Council – Page 30: Additional Grants: Should go to the Community Grant Reserve (Page 190, which is currently showing no funding being included there).</i>
A	The transfer to the Reserve is typically done at the end of the year because grant recipients have until December 15 th to submit their grant funding reports. The transfer will show in the Final version of the document.

Questions and Answers – November 15th

Q *Office of the City Clerk – Page 34: Why the increase in General Services from \$101k to \$345k?*

A	General Services	Notes
	Actuals 2017	\$122,000
	Actuals 2018	\$148,000 Election, \$42,000
	Budget 2019	\$172,000
	Actuals 2019	\$101,000
	Budget 2020	\$319,000 Communications, \$114,000; Webcasting, \$38,000
	Budget 2021	\$345,000 Board Support, \$27,000 (\$12,000 for honoraria + \$15,000 legal fees)
	Budget 2022	\$459,000 Municipal Election, \$105,000
	Budget 2023	\$357,000

General Services include public relations and communications, board support, advertising, telephone, election / plebiscite, and webcasting costs. In 2020, communications costs were transferred to the Office of the City Clerk, and webcasting was expected to increase to provide closed captioning in support of accessibility. Budget 2021 includes a recommended increase to support growing board support requirements, and there will be a municipal election in 2022.

Q *Human Resources – Page 35: General services: I believe we added \$250k for professional development in 2020, as a one-time contribution (to do the HR review?). Is it being proposed that it become an ongoing increase? If so, what’s the outcome?*

A During the preparation of Budget 2020, Administration estimated that additional annual investments of about \$161,000 would be required to provide the level of professional development and training needed to fully address Council’s Objective 2.2: Integrate a culture of continuous improvement into corporate culture. Administration recommended that this be phased in over three years, and that the 2020 investment in staff development be increased by \$50,000 over 2019 levels; this increase was reflected in Budget 2020. In light of COVID, smaller increases are reflected in Budget 2021.

Budget 2020 included a one-time investment of \$75,000 for an external review of Human Resources policies, for the purpose of updating them to work towards the policy component of Council’s Objective 2.2, continuous improvement.

Q *IT – Page 44: What’s the medical dispatch system? Why’s it required?*

A The Emergency Medical Dispatching software will provide directed on-screen procedures to help Dispatchers better navigate various types of medical emergencies, and will enable them to maintain continuous contact with the caller so they can provide real-time information and updates to the first responders and appropriate directions to the caller.

Questions and Answers – November 15th

Q	<i>Community Services – Page 52: In 2020, we reduced the casual budget by \$100k. Is it being proposed to reduce that funding for 2021 and on?</i>
A	The reduction was applied to Budget 2020 and casual hours were reduced in subsequent years.
Q	<i>Community Services – Page 55: What assumptions did we use to generate the User Charge rates for the recreation facilities?</i>
A	<p>The revenue assumptions included a 3% increase in user fees, with historical usage patterns adjusted for COVID restrictions.</p> <p>The City has a number of contracts in place for the various facilities that run from approximately September to March/April depending on the groups. The revenue identified in the budget reflects these contracts but with COVID protocols less time is available for booking due to cleaning and the need to reduce crossover between users. Depending on the facility there is approximately 1 to 1.5 hours of lost revenue time on weekdays and 3 to 3.5 hours on Saturday/Sunday.</p>
Q	<i>Curling Club – Page 56: Is it our responsibility to supply the material to be COVID compliant to the Curling Club?</i>
A	The City owns the facility and therefore an allocation of \$9,000 has been identified in Draft Budget 2021 to address any unforeseen COVID-19 building changes such as screening, dispensers etc.
Q	<i>Parks – Page 58: Have we re-introduced the \$100k in casual staffing?</i>
A	The reduction was applied to Budget 2020, and casual hours were reduced in subsequent years. Approved Budget 2020 included an allocation of \$454,500 for Parks Casual expenditures, and Draft Budget 2021 recommends \$477,000 for 2021, \$487,000 for 2022, and \$497,000 for 2023.
Q	<i>Fieldhouse – Page 59: Why did Materials jump from \$7k in 2019 to \$34k in 2021? And Maintenance from \$55k in 2019 to \$91k in 2021?</i>
A	Fieldhouse Materials includes climbing wall supplies and general equipment. The Budget 2019 allocation for materials was \$24,000, however only \$4,000 was spent. The allocation was \$29,000 in Budget 2020 and \$34,000 in Budget 2021 to reflect anticipated costs associated with the climbing wall.
Q	<i>Pool – Page 60: Why the jump in Maintenance from \$53k in 2019 to \$101k in 2021?</i>
A	The Pool Maintenance allocation in Budget 2019 was \$92,043; \$53,000 was spent.

Questions and Answers – November 15th

Q	<i>Recreation – Page 61: How much revenue do we generate from our Recreation & Drop-in Programs?</i>
A	In Budget 2021, Program revenues are budgeted to total \$325,000. This includes program registrations, drop-ins, and facility rentals.
Q	<i>Recreation – Page 61: Why the jump in Materials from \$29k in 2019 to \$90k in 2021?</i>
A	The Budget 2019 allocation for Materials was \$96,000, however only \$29,000 was spent.
Q	<i>Fire Division – Page 69: What are the conditions for the \$100k with Giant? Can we use it for salaries, or does it have to be used for specific training or capital upgrades to provide that service?</i>
A	The Emergency Services Agreement between CIRNAC and the City provides for YKFD maintaining a specialized rescue capacity for the length of the Agreement for the Giant Mine Remediation Site, with an \$100,000 annual contribution for skills maintenance which includes training costs (materials and instructors), small equipment purchases, and firefighter overtime for training. All City-incurred costs related to provision of this service are funded under this project.
Q	<i>Planning and Development Directorate – Page 77: The \$116,406 – that’s on top of the \$50k that we’ve already allocated for the Zoning Bylaw review?</i>
A	Budget 2019 included a \$50,000 allocation for the Zoning By-law Review that is mandated to follow the adoption of the Community Plan. The allocation recommended in Budget 2021 includes \$52,476 that is in addition to the 2019 funding; it will support the additional work associated with the repeal and replace of the Zoning By-law. The allocation also includes \$39,250 to update the Building By-law, which has been fragmented from numerous small changes over the years, and \$24,680 to develop a Quarry specification.
Q	<i>Planning and Lands – Page 79: Why the increase in Materials from \$14k in 2019 to \$62k in 2021?</i>
A	The Materials budget in Budget 2019 was \$103,000; \$14,000 was spent. The unspent funds included a \$50,000 contribution to the Capital Area Committee operations that Council had conditionally approved subject to matching funds from other Capital Area parties.
Q	<i>City Garage – Page 86: General Services: Why the decrease from \$227k to \$33k</i>
A	The 2020 Forecast includes \$195,000 in Fleet Management contracted costs that were budgeted under Vehicle O&M. The amount is offset by the Vehicle O&M costs being \$195,000 lower than budget.

Questions and Answers – November 15th

Q	<i>Transit – Page 87: Does the new contracted cost include an increase in service delivery? Or is it just what we’re currently doing and we’re anticipating that type of increase?</i>
A	The increase between Budget 2020 and Budget 2021 consists of an allowance of just over \$59,00 for inflation, an allocation of \$400,000 required to cover the increased rates associated with having an entirely accessible transit fleet, and \$75,000 for an additional bus during the morning peak period.
Q	<i>Land Development Fund – Page 94: Is the \$1.9M for the Niven Lake Ravine Trail included in 2021 or 2022? The note says 2021 but the table looks like 2022.</i>
A	The current plan is to use the \$1.9M allocation in 2021. The amount is not reflected in the table because it is carried forward from 2019.
Q	<i>Capital Projects – Page 101: What’d we do for the Ban Commercial Cardboard (shows money spent in 2020)?</i>
A	Forecasting at the time of budget preparation had us doing work on this in 2020. That work will not occur due to workload. This amount will be carried forward for work in the future.
Q	<i>Asset Management – Page 113: Do we need this much or should it really be the 2020 amount, since we didn’t do that year one work (pg 120)?</i>
A	The 2020 work identified on page 120 is based on the Roadmap developed by Dillon consulting which initially assumed work would be in 2019. However, hiring of the full-time Asset Management staff member was delayed until October 19 th , 2020. Therefore, it is recommended that most of the Asset Management funding be essentially shifted one year into the future.
Q	<i>Firehall Minor Renovations – Page 130: Are we adding an addition so that we can add more washrooms? Or how are we going to fit them in the current building?</i>
A	This project does not contemplate an addition to the current building. The project includes an upgrade to existing bathrooms to provide for multiple users and provide a shower. The project also includes a rapid recoil system for power cords and air lines as an essential safety component for mobile apparatus and ambulances operating out of a Fire Hall.
Q	<i>Land Fund Capital Projects – Page 149: Is Kam Lake the priority expansion or Kam Lake South?</i>
A	The priority is the Kam Lake Enterprise drive extension. In Q2 of 2018, the City sold the remaining lots on Enterprise Drive and in Q2 2020, all smaller-sized Business Industrial lots in Engle Business District also sold. There are no light industrial lots available for sale.

Questions and Answers – November 15th

Q	<i>Permitting System Evaluation/Replacement – Page 162: Is this the cost to do the study and replace or just study?</i>
A	The plan is to evaluate the current system configuration and utilization, and to work with the product vendor to ensure the current implementation is being properly and fully utilized. Ideally, this effort will identify minor acquisitions and enhancements that will enable the City to continue utilizing the product with minimal further investment. However, if the evaluation determines that the current product is no longer workable for the City and its stakeholders, the requested allocation will go towards the acquisition and implementation of a more suitable replacement.
Q	<i>RIMP Building Structural Assessment – Page 167: Should we do it this year or defer and wait for the referendum to see if we'll be building a new pool?</i>
A	Currently the referendum is anticipated to occur in the fall of 2021. The building assessment may go hand-in-hand with the Arts and Culture Master Plan project as commencing both in the same year would be beneficial.
Q	<i>Reserves – Page 189: For the Heritage Reserve, the \$102k should be a debit, correct (currently showed as credit)</i>
A	This is correct. The Draft document mistakenly shows the amount being added to the Reserve, when in fact it was drawn from the Reserve to fund the Bristol Freighter repainting. This will be corrected in the Final version of the Budget.
Q	<i>Reserves – Page 190: Should have credits added to the Community Grant Reserve (all of the funds from orgs who declined to use their funding this year).</i>
A	The transfer to the Reserve is typically done at the end of the year because grant recipients have until December 15 th to submit their grant funding reports. The transfer will show in the Final version of the document.
Q	<i>Long Term Debt – Page 192: Do we ever get to renegotiate interest rates? For example, are we locked in for 15 years with the WTP?</i>
A	The City's loans are in the form of a debt swap, and both the terms and interest rates are fixed. The City can repay any lump sum with advance notice to the bank, however this payment will be subject to penalty determined by the market rate.
Q	<i>10-Year Capital Plan – Page 198: When will the Firehall Study be ready?</i>
A	Department management has received the report from the Fire Hall Study. The results of the Study are being analyzed and Administration recommendations will be formulated in the near future.

Questions and Answers – November 15th

Q	<i>10-Year Capital Plan – Page 200: Planning & Development anticipates \$9.5M in capital projects over the next 10 years. What for?</i>
A	The allocations in the 10-year Capital Plan reflect recommended amounts set aside to accommodate future land development initiatives.

Questions and Answers – November 29th

Q	<i>October 31, 2020 Forecast, page 19: Did our condo fees at the library just get reduced for one year because of COVID? Or will it be an ongoing reduction?</i>
A	The Budget 2021 allocation was based on information provided by the Condo Board, which had previously reduced the condo fees charged to the City in 2019 and 2020 on the basis that costs were significantly less than had been budgeted in prior years. However, on November 27 th , 2020 the City was advised that Condo Corp 16 (which owns the building) recently provided the Board with invoices reconciling expenses going back to 2017. This has necessitated a special assessment of approximately \$86,000 for prior years and means fees will increase by approximately \$40,000 per year going forward.
Q	<i>October 31, 2020 Forecast, page 28: Was the Paid-on call firefighters generally a \$65,000 program and we just cut \$35,000 from the program last year (so they had \$30,000 left)? Since we cancelled the program last year, do we have \$30,000 in this line item for 2021?</i>
A	During Budget 2020 deliberations, Council reduced the Paid on Call (POC) Firefighters Program by \$35,000; this lowered the 2020 allocation from the \$65,000 in the Draft Budget to \$30,000 in the Final Budget. During 2020, the decision was made to cancel the program, and there are no future budget allocations for it.
Q	<i>October 31, 2020 Forecast, pages 29 and 30: The \$50,000 is supposed to go to Street Outreach. https://www.yellowknife.ca/en/city-government/resources/Budget/2020_Budget/January-10-2020---Complete-Overwrite/13.Reserve-Fund.pdf (same comment on Page 30)</i>
A	During Budget 2020 deliberations, Council directed that \$50,000 for the Street Outreach Program and \$100,000 for the Homelessness Employment Program be funded from Downtown Development Reserve Fund; this is reflected on pages 198 and 199 of the Final Budget 2020 document. It is also reflected on pages 189 of the Draft Budget 2021 document, where \$150,000 is transferred out of the Downtown Development Reserve for these purposes.

Questions and Answers – November 29th and 30th

Q *When we made the shift to adding more smaller projects to the O&M side vs having them as Capital, are we removing one-time figures in future O&M line items? For example, in the budget presentation for 2020, they have a list of one-time O&M items (Pg 41 <https://citycentral.yellowknife.ca/en/council/resources/Budget-2020/Budget-2020-Presentation.pdf>).*

In looking at the 2021 budget, it doesn't look like some of these items have been removed from the budget so I'm wondering if they're now on-going O&M items (like Parks requires \$51,000 more every year for materials; the Fire division needs \$95k a year in equipment; Special Events needs \$20k a year in contractors; etc)? MED seems to have removed the \$103k from their division, but they seem to be the only one that did. I'm worried that the O&M side is going to balloon if we neglect to reduce these one-time costs and they become permanent amounts in their budgets.

A Formalizing the definition of Capital projects to include a \$50,000 price threshold reflected best-practises and brought the budget process in line with accounting reporting standards. It also meant that some initiatives that would previously have been presented as capital projects were included in O&M. For transparency, these are typically identified as Notes on the appropriate page in the O&M section of the budget document.

The expenditures itemized on Page 41 of the Draft Budget 2020 presentation made to GPC on Monday, November 4th, 2019 were recommended expenditures that reflected the need to look after what the City already has, or to replace end-of-life assets; some, but not all, of them, were one-time projects that would have previously been addressed through the Capital budget:

- Parks Materials increased due to an increase in the number of Parks, which require additional maintenance and thus more materials. The increased allocation has been sustained through 2021, 2022, and 2023 to reflect the actual costs of materials required for maintaining the City's parks.
- The Library Self-Checker was a one-time replacement. It will not appear in the budget again until the unit purchased in 2020 reaches the end of its useful life.
- The increase to the Special Events contracted costs has remained in the budget for future years because it reflects the contracted costs associated with providing Special Events.
- The Fire Hall Equipment allocation for 2020, reflected in the Materials object, was targeted for safety gear and materials. This investment will likely remain fairly constant as it will be required to purchase and/or replace some equipment each year.
- The MED Equipment allocation was higher than normal in 2020 to support the acquisition of several pieces of equipment that had reached end-of-life. Recommended allocations for 2021-2023 are only slightly higher than the 2019 budget amount (\$86k) and reflect modest increases in uniform costs.

Questions and Answers – November 29th and 30th

Q *I understand that the first year that the climbing wall opened we would've had some one-time supply costs, but I'm wondering what the annual climbing wall supplies are. And they cost \$20-30k?*

A Annual climbing wall supply expenditures include:

Ledges/Obstacles	\$4,000
Harness replacement	\$500
Liquid chalk	\$1,500
Shoe replacements	\$2,000
Auto Belay	\$2,700
Inspection	\$3,500
Holds and hardware	\$4,000
Panel replacement	\$2,000

Questions and Answers – November 29th and 30th

Q *The Fire Division budget – in particular the Materials line – seems a little wonky. It appears that none of these items were removed from their budget in 2020:*

- 21. The Budget be reduced by \$15,000 by striking Freddy the Fire Truck replacement.
- 22. The Budget be reduced by \$16,600 by deferring Risk Assessment Software for Fire Division to 2021.
- 23. The Budget be reduced by \$35,000 for Paid on Call (POC) Firefighters Program.

So in 2021, they're asking for almost a \$200k increase in the materials lines (or \$90k, if you take out the \$100k for Giant and \$10k for emergency management materials). Can I get further information on why they need close to \$500k for materials this year?

A These reductions were made in the Final version of Budget 2020:

- The \$15,000 for Freddy the Fire Truck was removed from the Materials allocation in Budget 2020.
- The \$16,600 for Risk Assessment Software was removed from the General Services allocation in Budget 2020.
- The \$35,000 for the Paid on Call (POC) Firefighters Program was removed from the Wages and Benefits allocation in Budget 2020.

	<i>Budget 2020</i> <i>(000s)</i>	<i>Budget 2021</i> <i>(000s)</i>	<i>Difference</i> <i>(000s)</i>	<i>Notes</i>
Materials	\$384	\$496	\$112	\$100k – Giant Mine Municipal Services projects (funded by grants) \$12k – Increased allocation for Training Aids partially offset by reductions in Small Equipment
General Services	\$145	\$138k	(\$7k)	Reductions in Contracted Costs partially offset by modest increases in operational costs.

Questions and Answers – November 29th and 30th

Q *Council Q& A, page 12: It says that the Materials is \$50k for the Capital Area Committee, but in the budget, it says that figure is actually in the General Services line item. Can staff double check why materials is now higher here? There's \$30 or 35k for the heritage committee and the rest is for what?*

	Budget 2019 (000s)	Budget 2020 (000s)	Budget 2021 (000s)	Budget 2022 (000s)	Budget 2023 (000s)
Materials	\$60	\$62	\$62	\$64	\$65

Budget allocations for Materials have remained steady, with only minor increases for inflation.

The original response referred to overall expenses, but inadvertently implied the \$50k contribution to the Capital Area Committee was included in Materials; it is included in General Services.

Q *Q&A Document – pages 6 and 9: PD, they say is an extra \$35,662. So that'd be a grand total of \$85,662 more this year?*

A The Budget 2021 allocation for Professional Development is \$35,662 more than the Budget 2020 allocation, which was \$50,000 more than the Budget 2019 allocation. This reflects a phased-in approach to working towards Council's Objective 2.2: Integrate a culture of continuous improvement into corporate culture.

Q *Q&A Document – page 7: Why'd we include the Federal CCPNP (wildland fire mitigation project) in the GNWT Ground Ambulance and Highway Rescue line item (pg 18 of the budget)? Shouldn't the Federal funding be bumped up to the Government of Canada Grants?*

A In the 2020 Forecast, the \$176k in funding was grouped under GNWT Grants (Ground Ambulance & Highway Rescue) due to a coding error. It should have been included Government of Canada Grants, and this will be corrected in the Final version of the budget document.

Q *Q&A Document – page 7: \$28k for a Governance Strategy in 2021. What strategy?*

A The response to the Mayor and Council General Services question on page 7 of the Q&A document included a 2020 Forecast of \$28,000 for the Governance Strategy to complete work on the SAO By-law and the ABC review.

Questions and Answers – November 29th and 30th

Q *Q&A Document – page 9: Even with Communications, Webcasting and Board Support, City Clerks General Services seems to have \$50k more than it needs (if you look at past actuals and add those three items). Is this just a stock bump up in all divisions?*

A Budget 2021 does not include any stock bump ups in any divisions; all recommended allocations are based on the anticipated costs to deliver the associated services. In the case of the Office of the City Clerk’s General Services allocations:

<i>Budget 2019 (000s)</i>	<i>Budget 2020 (000s)</i>	<i>Budget 2021 (000s)</i>	<i>Budget 2022 (000s)</i>	<i>Budget 2023 (000s)</i>
\$172	\$319	\$345	\$459	\$357

The differences between Budget 2020 and Budget 2019 included \$114k for Public Relations and Communications (which were transferred to the Division in 2020), a \$38k increase for enhanced webcasting services to support accessibility, and modest increases in Board Support and Advertising. These were partially offset by the elimination of the \$15k which had been identified for a plebiscite in 2019.

The differences between Budget 2021 and Budget 2020 reflect a \$27k increase in Board Support requirements, and small increases in Advertising and Webcasting which were more than offset by a reduction in Public Relations.

The differences between Budget 2022 and Budget 2021 include \$105k for the election, plus minor increases in other expenses.

Budget 2023 reflects small increases in expenses, less the allocation for the election.

Q *Q&A Document – page 10: The medical dispatch system – isn’t this what 911 does? Why would the City provide this service?*

A The recommended software will come into play after 9-1-1 transfers the call to the City’s emergency dispatchers. It will provide directed on-screen procedures to help Dispatchers better navigate various types of medical emergencies, and will enable them to maintain continuous contact with the caller so they can provide real-time information and updates to the first responders and appropriate directions to the caller.

Questions and Answers – November 29th and 30th

Q	<p><i>Q&A Document – page 10: It says that the casual hours for parks weren't added back in 2021 but the staffing summary increases from 11.92 in 2020 to 12.14 in 2021. If casuals aren't being added back in, why does it increase?</i></p>
A	<p>Council's motion during Budget 2020 deliberations was that "The Budget be reduced by \$100,000 for Parks O&M." This was done by reducing the 2020 allocation for Casual Employment from \$555,000 in the Draft Budget document to \$455,000 in the Final Budget document, and reducing the corresponding 2020 P/Y equivalent from 13.66 in the Draft Budget document to 11.92 in the Final Budget document.</p> <p>Although not specified by the motion, hours for future years were adjusted as well. Prior to the motion, the 2021 allocation for Casual Employment was \$565,600 and the 2021 P/Y equivalent was 13.66. The 2021 allocation has now been reduced to \$477,000 and the P/Y equivalent to 12.14.</p>
Q	<p><i>Q&A Document – page 10: When it talks about adding stuff like "screening" to the curling club, is that staff or just capital items like sneeze guards, etc?</i></p>
A	<p>Funding is allocated to any facility needs, not programming. These would be items that are not capital expenditures but required for COVID-19 such as the previously identified barriers, dispensers, unforeseen COVID issues.</p>
Q	<p><i>Q&A Document – page 11: In expenditures for Recreation we have \$383k for Recreation and Drop In Programs and we have \$252k in Summer and Sports Camps. I'm trying to understand what our recovery rate is for Recreation and Drop In Programs. Altogether, this division only generates \$325k in user charges and spends \$852k. How much are taxes subsidizing Summer & Sports camps? How much are taxes subsidizing Recreation programs (like the learn sign language class, etc)?</i></p>
A	<p>Summer & Sports Camps were not subsidized up to 2018. For example, in 2017 there was a small profit of \$20,500. Starting in 2018, 3 additional full casuals were hired for accessibility concerns as approved by Council.</p> <p>2018 net cost to tax payers = \$46K 2019 net cost to tax payers = \$53K 2020 net revenue of \$22K (FT staff reallocation due to COVID)</p> <p>Recreation Programs are priced to include contract wages, facility rental (including city facilities), materials and 8% admin fee). A minimum enrollment is established to ensure full cost recovery and if that minimum is not met, the class is cancelled. Full time staff costs (Program & Special Events Coordinators) are not included in the overall program cost.</p>

Questions and Answers – November 29th and 30th

Q	<i>Q&A Document – page 13: Permitting System Evaluation/Replacement: So if the evaluation determines that we don't need a new product, we'll just have a surplus the capital fund?</i>
A	When the project was formulated in the summer of 2020 it appeared that the current software was not a workable solution for the City. However, since then considerable time and effort have been invested into assessing and addressing the known problems, and working with the vendor to identify a path forward. If this progress continues, the next step will be to make incremental investments to acquire add-on modules to improve online services, develop custom reports, and streamline processes, and remaining funding will be returned to the Information Technology Reserve. If this strategy does not work, the allocations will be used to acquire and implement a replacement solution.
Q	<i>Page 105: What projects are planned for 2021? – Description speaks only to completed projects to date</i>
A	The Accessibility Audit Implement Strategy identifies various projects. For the most part administration will adhere to this however there are often other opportunities that arise that are not specifically included and therefore changes are made to adapt but still maintain the integrity of the strategy.
Q	<i>Page 110: I note that YKDFN is planning to build an arbour at the Wilideh site – is it possible we will be stepping on toes with this? I can't recall YKDFN asking for something like this from us, are we sure it's wanted/being asked for? What will the \$50,000 be for? Engagement? Is this not something we can do in house?</i>
A	The intent is to indigenize space within Yellowknife. The Arbour would be available for gatherings/events here for all residents – Dene, Inuit, Metis, non-indigenous. The City proposes to engage with YKDFN on how both can work – an urban version that can complement the YKDFN vision for how they use the Wilideh site.

Questions and Answers – November 29th and 30th

Q *Page 125: Why is the sustainability coordinator still listed as a capital cost? I think we should still be pursuing the centralized boiler for the capital area, and would like to see us work with partners to come up with a plan for this. The GNWT has funding through the GHG Grant Program for Government for biomass boilers, which I note other communities have taken advantage of for installation of boilers like that which is proposed for the WTP. Is there a reason we are not accessing this funding?*

A This position has been annually funded by the capital fund. This can be incorporated into the Solid Waste Management Fund, should Council provide direction to do so.

Letters of interest and the feasibility study were provided to the various stakeholders for the project. The City of Yellowknife would demand 9% of the total heat load for the project and would be a welcome beneficiary of a project of this nature.

City staff have discussed this funding stream with the Government of the Northwest Territories in first quarter of 2020. Once the project is further along in development we will be seeking funding assistance

Q *Page 132: What is the possibility of converting some of our fleet to electric, particularly vehicles which are returning to a central location daily? This is something I would like to see us working towards.*

A The earliest production model of an electric light duty truck is estimated to be 2022. Administration would recommend engaging in a pilot project at that time to determine the effectiveness and cost benefit analysis. This will allow the industry to address other concerns of electric vehicle units such as end of life cycle disposal, maintenance requirements, and firefighting methods to name a few.

Perhaps concentrating efforts on renewable diesel is a more appropriate approach. Administration will continue to inquire and monitor these technologies as they develop.

The underlying question is, what is the goal? If the goal is GHG reductions then the installation of pellet boilers is a proven technology with immediate results.

Questions and Answers – November 29th and 30th

Q	<p><i>Page 146: what evidence do we have that indicates the lagoon isn't currently functioning as intended? It's noted this work is a requirement of the Licence, it would be good to know why the Licence is requiring the work to be done. Are there alternatives, such as switching to a different lake in the system for end-of-pipe? Noting that \$7.4m over 3 years is a huge amount of money, are there other waste mgmt. activities the City/Board might consider higher priority depending on answer to question 1? How long are we expecting this to extend the life of the lagoon? Is it expected that the City could be forced to switch to sewage treatment within that timeframe? If so, is this project premature?</i></p>
A	<p>Studies and testing at various sample points in the surveillance network has shown that phosphorus has become a parameter of concern within the City's lagoon wetlands treatment system. Ammonia is also increasing but remains within the current limits. The water licence renewal process will determine the path forward on how to address increased phosphorus levels. There are no alternatives to the existing lagoon known at this time.</p> <p>A sludge management plan forms part of the existing water licence and will form part of the new licence. Administration anticipates and desludging efforts will extend the lagoon capacity to accept and treat sewage prior to release into the receiving environment.</p> <p>Administration does not anticipate that the City will be forced to change treatment methods. However, there could be upgrades required to meet any objectives that arise from the water licence renewal. Sludge removal from the lagoon is an anticipated requirement regardless of other forms of treatment as it will increase the overall holding capacity of the lagoon.</p>
Q	<p><i>Page 156: Is there a reason this project can't be pushed back a year, considering construction isn't expected until 2023?</i></p>
A	<p>Administration requires an extended time to complete both design and long term planning of the overall solid waste site build out. The additional year will also aid Administration with addressing any regulatory requirements that will be required for the new cell, such as a leachate collection and management plan.</p>
Q	<p><i>Page 162: What activities are covered by the \$250,000? Forgive my ignorance on IT but it seems like an expensive investigation.</i></p>
A	<p>When the project was formulated in the summer of 2020 it appeared that the current software was not a workable solution for the City. However, since then considerable time and effort have been invested into assessing and addressing the known problems, and working with the vendor to identify a path forward. If this progress continues, the next step will be to make incremental investments to acquire add-on modules to improve online services, develop custom reports, and streamline processes, and remaining funding would be returned to the Information Technology Reserve. If this strategy does not work, the allocations will be used to acquire and implement a replacement solution.</p>

Questions and Answers – November 29th and 30th

Q *Page 172: What permitting is required? Will this not fall under the water licence as existing infrastructure? What is involved in the post-construction phase that makes it the bulk of the cost for this project?*

A There are likely several permitting processes to occur. Such as working in water and other regulatory requirements. It is currently unclear if this will be permitted under the water licence as maintenance or if it will need to stand alone.

The post construction activities is an error that occurred as a result of a merged cell in the table provided. The \$20M expenditure in 2025 should read “Construction (Winter of 2024/2025)”.

Q *I knew I had heard of a higher figure for Professional Development in 2020 somewhere:*
<https://citycentral.yellowknife.ca/en/council/resources/Budget-2020/Mayor-and-Council-Questions-for-Posting---Final.pdf>

- *Pg 3: The 2020 budget includes an allocation of \$351,000 for professional development and training*

Just trying to understand what the baseline is for professional development and training, and how much we increased it in 2020 and how much we’re proposing to increase it in 2021. And is it by hiring a consultant to implement a program or just having employees do more training?

A The Budget 2021 allocation for Professional Development is \$35,662 more than the Budget 2020 allocation, which was \$50,000 more than the Budget 2019 allocation. This reflects a phased-in approach to working towards Council’s Objective 2.2: Integrate a culture of continuous improvement into corporate culture.