

DRAFT - 2025 Our Yellowknife Budget



Foundations for Growth





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
- Responsible Decision-Making
- Amplifying Others
- Multi-Generational
- Engagement
- Reliable Services

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

City Clerk

Director of Community Services

Director of Corporate Services

Director of Economic Development & Strategy

Director of Planning & Development

Director of Public Safety

Director of Public Works & Engineering

Stephen Van Dine

Debbie Gillard

Grant White

Kavi Pandoo

Kerry Thistle

Charlsey White

Craig MacLean

Chris Greencorn

City Auditors

City Bankers

Crowe MacKay LLP

TD Canada Trust



Photo by: Kevin Klingbeil



CITY OF YELLOWKNIFE

PREPARED BY THE CITY OF YELLOWKNIFE

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The City of Yellowknife – Building a Better Future!

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, and within the Tłı̄çhǫ's Mǫwhì Gogha Dè Nı̄łłèè. From time immemorial, Yellowknife has been the primary use area of the Yellowknives Dene and part of the traditional use area of the Tłı̄çhǫ. Métis have also called this area home since the 1800's. We respect the histories, languages, and cultures of all First Nations, Métis and Inuit whose presence continues to enrich our vibrant community.

Yellowknife is a dynamic, diverse and inclusive urban and remote community. Home to over 21,000 residents, Yellowknifers live, work and recreate in one of Canada's truly remarkable winter Cities.

Yellowknifers are also both driving and being driven by change locally, territorially, nationally and internationally. Climate change, geo-politics, commerce, art and culture put our city and our collective ideas on a crowded world stage. Together, residents, businesses and newcomers create a unique way of life blending the past, present and future possibilities through the rich forces of Indigenous cultures, pioneering and can-do attitude, passion for innovation and always striving to do better.

Yellowknife is a work in progress and a natural centre for business, tourism, transportation, logistics, political decision making, art and culture. Here, we support debate, celebrate and create opportunities. We also support communities across the Northwest Territories in times of need such as emergency evacuations.

Building a better future is ongoing. Yellowknife is a proud community with much to offer and the City of Yellowknife is committed to working hard to advance Council's strategic directions of People First, Service Excellence and building a Sustainable Future.

2024 Was a Year of Getting Back on Track

Yellowknife endured several significant unforeseen disruptions in rapid succession over the past three years: pandemic, labor disputes, and wildfires and evacuations.

Mayor, Council and Administration at the City of Yellowknife responded to each event with a clear focus on serving Yellowknifers to the best of our ability with limited information, clarity and experience.

Together, the Mayor, Council and Administration moved passed these events while continuing to deliver all core municipal services to residents, businesses and other NWT communities.

Thankfully, this past year, the wildfire season did not present itself as anticipated and we were able to get back to doing what we planned. That said, we did not foresee the rise and impact encampments would have on our work.

In 2024, encampments, homelessness and supporting our vulnerable populations took effort, compassion, energy, and resources from every corner of City Hall we did not foresee at the start of year.

Working closely with the Government of the Northwest Territories and our community partners, we witnessed formal and informal acts of kindness, innovation, and professionalism to keep both our community and our population safe. Municipal Enforcement Officers exercised courage and diplomacy. The Fire Chief made himself available to vulnerable community members, to assist individuals making good choices for themselves and their community members. Community Services and Solid Waste Facility teams cooperated by providing time, temporary fencing and access to address an evolving situation. We gladly participated in an ad-hoc interagency working group to coordinate information and services.

BUDGET MESSAGE

The City of Yellowknife is experiencing the rising costs of doing business. We cancelled our Lift Station #1 Request for Proposal as all bids were substantially higher than budgeted. We also received notices from both NAKA and the NWT Power Corporation on their General Rate Applications to increase rates to all users.

Nevertheless, we advanced several important milestones to support Council's Strategic Directions.

People First

Progress towards Reconciliation, Housing for All and making a Liveable Community were key milestones in 2024 including:

- Updated our Emergency Management Plan;
- Completed our Yellowknife Street Outreach Evaluation;
- Supported Council's Roundtable on Homelessness;
- Allocated multi-year funding for Reaching Home;
- Completed Park upgrades across the City as well as updates at both the Field House and Curling Club; and
- Continued progress on our new Aquatic Centre that is opening in 2025 and incorporated an Indigenous themed mosaic in a tiled wall in the Aquatic Centre.

Service Excellence

Over the past year, we completed several service improvements both within City Hall and outside. These accomplishments include:

- Updated transit routes and fee structure;
- Expanded Access for All;
- Updated the grant review processes;
- Updated Public Presentation to Council procedures;
- Improved Emergency Management information on our Website;
- Established Emergency Email Distribution processes;

- Advanced Livery License modernization;
- Responded to over 1500 requests for Municipal Enforcement;
- Added Municipal Enforcement capacity for Transit, Library and Visitors Centre;
- Responded to a 6% increase in calls (4,008 by September) for the Fire Department and Emergency Services over 2023, and
- Updated Development Appeal Board fees.

Sustainable Future

Gains towards building a sustainable future have been made in 2024. We have:

- Adopted a new Land Administration By-law;
- Welcomed 50,000 visitors to our Visitor Centre;
- Completed Housing Needs Assessment Study;
- Completed Home Energy Program study;
- Completed Solid Waste Facility improvements;
- Advanced work for Building Incentives By-law;
- Advanced Hotel Levy for Destination Office by-law;
- Supported over 200 participants in the City's Bike Rodeo;
- Advanced road safety through targeted efforts involving check stops, speed limits enforcement, and impaired driving detection; and
- Advancing work in support of Giant Mine Remediation

Turning a Corner: Delivering on Council Priorities

Council has reached its half-way point in its term. Progress on their Strategic Directions has been steady despite unforeseen events of 2023. Looking to 2025, the City will be focussing on completing key initiatives on Council's Strategic Directions and begin turning attention to preparing for a municipal election in 2026.



We have a robust work plan for 2025 that includes:

People First

In 2025 we are planning for:

- The Aquatic Centre Opening
- Completing Community Wildfire Protection Plan
- Updating the Community Plan

Service Excellence

We are going to:

- Advance a Corporate Modernization Agenda
 - Records and Information Management Audit
 - Development of various Financial Policies
- Finalize Collective Bargaining (small PSAC, IAFF)

Sustainable Future

- Launching a new Tourism Strategy
- Advance the Water Intake and Replacement
- Updating Water and Sewer Upgrades
- Delivering Summer 2025 resurfacing Program

Foundations for Growth

Once approved, the annual Budget lays out the resources that are allocated to support core services and Council's strategic directions. Administration has proposed a Budget that seeks to advance Council's broad vision while continuing to ensure that core and essential services are delivered in a reliable, cost-effective and sustainable manner. While we look to 2025 and the future, we are looking to strike a balance of service delivery and investments to support the sustainable growth of our community. The future remains uncertain, however together we are committed to People First, Service Excellence and Building a Sustainable Future.

BUDGET MESSAGE

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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's 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

Much 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 Samuel Colley estate 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 full-time 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 practices, 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 judgmental and statistical analysis as appropriate.

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

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

VI. Debt Management

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

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



Debt limits shall be as follows:

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

VII. Debt Level and Capacity

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

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

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

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

VIII. Administration Fees

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

IX. Policy Compliance

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

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COUNCIL STRATEGIC DIRECTIONS

In early 2023, Council set their Strategic Directions for their term in office. Complementing the core and essential services that are delivered by the City, Council Strategic Directions set the tone

and prioritize the kind of projects and activities that the City takes on for Council's term in office. An action plan identifies those actions which advance these Directions.

Council Strategic Directions 2023-2026



PEOPLE FIRST

Facilitating a safe, accessible and inclusive community that supports the well-being of all.

FOCUS AREAS

Reconciliation

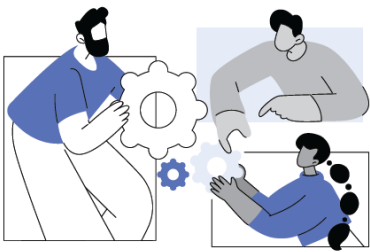
Continuing to nurture positive and respectful relations with Indigenous governments, organizations and peoples

Housing For All

Doing our part to create the context for diverse housing and accommodation options

Liveable Community

Supporting all residents to participate in the social fabric and physical space of our community



SERVICE EXCELLENCE

Optimizing resource capacity to ensure reliable services and infrastructure for current and future needs.

FOCUS AREAS

Asset Management

Planning, implementing and maintaining assets to reliably, safely and cost effectively deliver services for current and future community needs

Capacity

Balancing service levels with human and fiscal resources

Organizational Culture

Providing a positive and productive workplace environment for effective governance and service excellence

SUSTAINABLE FUTURE

Managing growth for environmental responsibility and economic diversity.

FOCUS AREAS

Resilient Future

Enhancing Yellowknife as a great place to live, visit, work and play now and into the future

Growth Readiness

Ensuring land development supports economic readiness and community priorities

Robust Economy

Doing our part to stimulate and amplify economic development opportunities

Thinking Forward

OUR VISION

Yellowknife is a welcoming, inclusive and prosperous community with a strong sense of pride in our unique history, culture and natural beauty and role as the capital city and gateway to the Northwest Territories.

Leading With Purpose

OUR 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.



We Stand for...

Council works to make positive impacts in our community, deliver excellent services and guide a complex organization. We care about the impacts of our decision-making. Our principles guide our civic leadership and municipal service.

- 

Reconciliation
The City is committed to reconciliation with Indigenous peoples.
- 

Responsiveness
The City is focused on being responsive to the needs of the public.
- 

Responsible Decision-Making
The City is focused on evidence-based decisions that serve the broad public interest.
- 

Amplifying Others
The City enables residents and other organizations to meet diverse community needs.
- 

Multi-Generational
The City will consider the multi-generational impact and legacy of its decisions and actions for generations to come.
- 

Engagement
The City is committed to meaningful participation and collaboration.
- 

Reliable Services
The City is focused on ensuring the continuity of defined service levels.



For further information, please scan



CITY OF YELLOWKNIFE

COUNCIL STRATEGIC DIRECTIONS

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BUDGET SUMMARY

Summary - All Funds	2023 Budget (\$000's)	2023 Actuals (\$000's)	2024 Budget (\$000's)	2024 Forecast (\$000's)	2025 Budget (\$000's)	2026 Budget (\$000's)	2027 Budget (\$000's)	Note
Revenue								
Taxation	35,735	35,841	37,858	37,877	41,209	45,238	48,596	
Government Grants	45,041	40,838	20,899	25,824	35,706	22,050	15,800	
User Charges	27,299	27,530	27,931	28,968	29,950	31,134	32,260	
Land Sales	1,958	2,419	1,500	2,065	1,032	2,381	931	
Investment Income	1,180	5,411	5,182	4,098	2,345	2,345	2,345	
Total Revenue	111,213	112,039	93,370	98,832	110,242	103,148	99,932	
Expenditures								
General Government	15,545	15,158	16,637	16,167	17,489	17,786	18,206	
Community Services	12,210	10,137	13,365	13,112	15,645	16,102	16,686	
Planning & Development	2,024	1,661	2,557	2,309	3,141	3,363	3,382	
Public Safety	10,136	19,712	11,006	10,916	11,787	12,306	12,880	
Public Works & Engineering	9,078	9,005	9,348	9,796	10,685	11,004	11,366	
Solid Waste Management Fund	4,437	1,896	3,683	3,674	3,788	3,928	4,093	
Water & Sewer Fund	9,106	8,055	9,447	9,558	10,461	10,734	11,132	
Service Connection Failure Assistance Fund	927	1,617	927	1,575	1,670	1,716	1,764	
Land Development Fund	789	724	426	447	437	445	454	
Capital Expenditures	67,885	40,372	23,466	47,770	38,772	49,404	16,675	
Amortization	15,221	16,789	15,993	15,993	16,382	16,382	16,382	
Carryforward Projects	4,390	-	31,545	-	13,560	-	-	
Total Expenditures	151,748	125,126	138,400	131,317	143,817	143,170	113,020	
Net Revenue (Expenditures)	(40,535)	(13,087)	(45,030)	(32,485)	(33,575)	(40,022)	(13,088)	
Debenture Interest	(694)	(693)	(616)	(616)	(541)	(458)	(373)	
Debt Principal Repayments	(2,253)	(2,253)	(2,280)	(2,280)	(2,360)	(2,441)	(2,526)	
Debenture Total	(2,947)	(2,946)	(2,896)	(2,896)	(2,901)	(2,899)	(2,899)	
Change in Fund Balance								
Before Reallocation of Expenses Related to Investment in Tangible Capital Assets	(43,482)	(16,033)	(47,926)	(35,381)	(36,476)	(42,921)	(15,987)	
Reallocation of Expenses Related to Investment in Tangible Capital Assets	15,221	16,070	15,993	15,993	16,382	16,382	16,382	
Change in Fund Balance	(28,261)	37	(31,933)	(19,388)	(20,094)	(26,539)	395	
Opening Balance	62,780	96,149	89,654	96,186	76,798	56,704	30,165	
Closing Balance	34,519	96,186	57,721	76,798	56,704	30,165	30,560	

BUDGET SUMMARY

Summary Budget by Object	2023 Budget (\$000's)	2023 Actuals (000's)	2024 Budget (\$000's)	2024 Forecast (\$000's)	2025 Budget (\$000's)	2026 Budget (\$000's)	2027 Budget (\$000's)	Note
Expenditures (by Object)								
Operations & Maintenance	28,242	34,885	28,547	29,319	32,421	32,565	33,214	
Capital	67,885	40,372	23,466	47,770	38,772	49,404	16,675	
Carryforward Projects	4,390	-	31,545	-	13,560	-	-	
Grants	896	790	979	1,012	1,009	1,039	1,064	
Interest on Long-term Debt	694	693	616	616	541	458	373	
Wages & Benefits	34,115	30,951	37,269	36,601	41,036	43,135	45,031	
Land	789	724	426	447	437	445	454	
Valuation Allowance	210	615	175	175	200	200	200	
Amortization	15,221	16,789	15,993	15,993	16,382	16,382	16,382	
Total Expenditures	152,442	125,819	139,016	131,933	144,358	143,628	113,393	



BUDGET SUMMARY

Summary - Fund Balances	2023 Budget (\$000's)	2023 Actuals (\$000s)	2024 Budget (\$000's)	2024 Forecast (\$000's)	2025 Budget (\$000's)	2026 Budget (\$000's)	2027 Budget (\$000's)	Note
Operating Fund Balances								
General Fund	8,048	14,752	13,922	14,258	9,260	6,761	6,763	
Land Development Fund	11,062	10,659	9,423	9,554	9,802	9,369	9,454	
Solid Waste Management Fund	(8,801)	5,452	4,731	5,720	5,853	5,831	5,652	
Water & Sewer Fund	4,072	4,917	3,099	3,935	2,056	231	(1,622)	
Service Connect Failure Assistance Fund	1,556	715	1,421	67	(322)	(458)	(343)	
Total Operating Fund Balances	15,937	36,495	32,596	33,534	26,649	21,734	19,904	
Capital Fund Balance								
Capital Fund	15,913	47,681	47,739	30,734	30,687	(5,677)	(4,805)	
Carryforward Projects	(4,390)	-	(31,545)	-	(13,560)	-	-	
Total Capital Fund Balance	11,523	47,681	16,194	30,734	17,127	(5,677)	(4,805)	
Reserve Fund Balances								
Downtown Development Reserve	908	812	619	747	622	497	372	
Information Technology Reserve	1,541	1,589	1,627	1,649	1,654	1,650	1,510	
Mobile Equipment Replacement Reserve	3,824	5,714	2,633	6,210	6,659	7,898	9,447	
Major Community Facility Reserve	187	934	967	994	1,054	1,114	1,174	
Heritage Reserve	141	174	174	174	174	174	174	
Samuel Colley Library Donation Reserve	433	444	455	453	462	471	480	
Revitalization Initiative Reserve	-	2,275	2,416	2,275	2,275	2,275	2,275	
Community Grant Reserve	25	68	40	28	28	28	28	
Total Reserve Fund Balances	7,059	12,010	8,931	12,530	12,928	14,107	15,460	
Total Fund Balances	34,519	96,186	57,721	76,798	56,704	30,165	30,560	

BUDGET SUMMARY

Schedule of Grants & Donations	2023 Budget (\$000's)	2023 Actuals (\$000's)	2024 Budget (\$000's)	2024 Forecast (\$000's)	2025 Budget (\$000's)	2026 Budget (\$000's)	2027 Budget (\$000's)	Note
Government of Canada Grants								
Canada Community -Building Fund	19,471	12,327	3,548	10,958	11,220	5,926	3,926	
Canada Day Celebration (Canada Heritage)	25	35	25	25	25	25	25	
Disaster Mitigation & Adaption Fund	750	938	-	-	-	-	-	
Housing Accelerator Fund	-	-	-	-	2,107	2,107	2,107	
Wildfire Reimbursement	-	8,106	-	-	-	-	-	
Small Communities Fund	-	3,393	-	-	-	-	-	
Other Government of Canada Grants	100	575	100	100	100	100	100	
Total Federal Grants	20,346	25,374	3,673	11,083	13,452	8,158	6,158	
Government of Northwest Territories (GNWT) Grants								
Community Public Infrastructure Funding	7,775	2,631	3,293	4,440	5,276	4,486	236	
COVID Safe Restart Funding	-	-	-	-	-	-	-	
Economic Development	163	337	255	255	255	255	255	
Ground Ambulance & Highway Rescue	37	74	37	201	37	37	37	
Installation of Hydrant for Sobering Centre	-	-	330	330	-	-	-	
Investing In Canada Infrastructure Program	8,104	3,791	4,695	402	7,571	-	-	
Library Grant	110	110	110	110	110	110	110	
MACA Formula Funding	7,860	7,860	7,860	8,284	8,284	8,284	8,284	
Property Assessment	125	125	125	125	125	125	125	
Street Outreach (funding provided by Federal & Territorial Governments)	1	-	1	-	1	1	1	
Sports & Recreation Grant	80	80	80	80	80	80	80	
Water & Sewer Services	429	429	429	503	503	503	503	
Total GNWT Grants	24,684	15,437	17,215	14,730	22,242	13,881	9,631	
Other Contributions & Donations	11	27	11	11	12	11	11	
Total Grants & Donations	45,041	40,838	20,899	25,824	35,706	22,050	15,800	



STAFFING SUMMARY

Staffing by Department: (FTE)	2023 Budget	2023 Actual	2024 Budget	2024 Forecast	2025 Budget	2026 Budget	2027 Budget	Note
General Government								
City Administration	14.00	14.00	15.00	15.00	15.00	15.00	15.00	
Corporate Services	31.41	31.41	33.41	33.41	35.64	35.64	35.64	
Economic Development & Strategy	6.00	6.00	6.00	9.00	9.00	9.00	9.00	
Community Services	64.35	64.35	70.35	70.35	77.48	77.63	77.56	
Public Safety	60.00	60.00	63.00	63.00	65.00	65.00	65.00	
Planning & Development	12.00	13.00	15.00	16.00	17.45	18.00	18.00	
Public Works & Engineering	62.88	61.88	61.41	62.41	64.91	64.96	64.94	
	<u>250.64</u>	<u>250.64</u>	<u>264.17</u>	<u>269.17</u>	<u>284.48</u>	<u>285.23</u>	<u>285.14</u>	
Permanent	225.00	226.00	240.00	245.00	256.99	257.54	257.53	
Part-time/Casual/Term	25.64	24.64	24.17	24.17	27.49	27.69	27.61	
	<u>250.64</u>	<u>250.64</u>	<u>264.17</u>	<u>269.17</u>	<u>284.48</u>	<u>285.23</u>	<u>285.14</u>	
Net change in FTE positions		0.00	13.53	18.53	20.31	0.75	(0.09)	

STAFFING SUMMARY

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GENERAL FUND

General Fund	2023 Budget (\$000's)	2023 Actuals (\$000's)	2024 Budget (\$000's)	2024 Forecast (\$000's)	2025 Budget (\$000's)	2026 Budget (\$000's)	2027 Budget (\$000's)	Note
Revenue								
Taxation	35,735	35,841	37,858	37,877	41,209	45,238	48,596	
Taxes Allocated to Capital	(720)	(5,849)	(2,937)	(2,937)	(3,000)	(3,000)	(2,000)	
Government Grants	572	8,795	664	827	1,032	1,114	1,137	
User Charges	8,776	9,259	9,099	9,556	9,551	9,655	9,688	
Investment Income	1,000	5,366	5,002	3,998	2,300	2,300	2,300	
Total Revenue	45,363	53,412	49,686	49,321	51,092	55,307	59,721	
Expenditures (By Department)								
General Government	15,545	15,158	16,637	16,167	17,489	17,786	18,206	
Community Services	12,210	10,137	13,365	13,112	15,645	16,102	16,686	
Planning & Development	2,024	1,661	2,557	2,309	3,141	3,363	3,382	
Public Safety	10,136	19,712	11,006	10,916	11,787	12,306	12,880	
Public Works & Engineering	9,078	9,005	9,348	9,796	10,376	10,666	11,031	
Amortization	7,338	7,947	7,867	7,867	8,173	8,173	8,173	
Total Expenditures	56,331	63,620	60,780	60,167	66,611	68,396	70,358	
Net Revenue (Expenditures)	(10,968)	(10,208)	(11,094)	(10,846)	(15,519)	(13,089)	(10,637)	
Interfund Transfers								
(To) From Water & Sewer Fund	1,200	1,200	1,170	1,170	1,104	1,138	1,172	
(To) From Solid Waste Management Fund	394	394	461	461	446	459	451	
(To) From Land Development Fund	540	540	818	818	742	764	787	
(To) From Reserve	(2)	(37)	31	36	56	56	56	
Total Interfund Transfers	2,132	2,097	2,480	2,485	2,348	2,417	2,466	
Change in Fund Balance								
Before Reallocation of Expenses Related to Investment in Tangible Capital Assets	(8,836)	(8,111)	(8,614)	(8,361)	(13,171)	(10,672)	(8,171)	
Reallocation of Expenses Related to Investment in Tangible Capital Assets	7,338	7,947	7,867	7,867	8,173	8,173	8,173	
Change in Fund Balance	(1,498)	(164)	(747)	(494)	(4,998)	(2,499)	2	
Opening Balance	9,546	14,916	14,669	14,752	14,258	9,260	6,761	
Closing Balance	8,048	14,752	13,922	14,258	9,260	6,761	6,763	

GENERAL FUND

General Fund - Expenditures by Division & Object	2023 Budget (\$000's)	2023 Actuals (\$000's)	2024 Budget (\$000's)	2024 Forecast (\$000's)	2025 Budget (\$000's)	2026 Budget (\$000's)	2027 Budget (\$000's)	Note
Expenditures (By Division)								
General Government								
Fiscal Services	485	1,212	387	392	439	439	440	
Mayor & Council	1,502	1,429	1,574	1,570	1,618	1,673	1,731	
City Administration	4,178	3,594	4,551	4,630	4,727	4,792	4,723	
Economic Development & Strategy	1,705	2,090	1,749	1,849	2,027	2,094	2,183	
Corporate Services	7,675	6,833	8,376	7,726	8,678	8,788	9,129	
Total General Government	15,545	15,158	16,637	16,167	17,489	17,786	18,206	
Community Services								
Directorate	1,599	1,352	1,709	1,726	1,622	1,683	1,752	
Arenas	2,832	2,733	3,023	3,129	3,164	3,257	3,369	
Library	1,465	1,279	1,525	1,526	1,655	1,713	1,776	
Parks	1,563	1,231	1,843	1,839	1,967	2,034	2,101	
Recreation	912	602	966	966	1,191	1,239	1,284	
Pool	2,032	1,485	2,416	1,950	4,163	4,238	4,400	
Curling Club	164	99	167	183	164	166	169	
City Hall	789	707	819	808	792	816	846	
Wildcat Cafe	41	22	26	94	43	43	43	
Fieldhouse	813	627	871	891	884	913	946	
Total Community Services	12,210	10,137	13,365	13,112	15,645	16,102	16,686	
Planning & Development								
Directorate	626	680	672	426	805	830	855	
Planning & Environment (HAF)	-	-	-	-	367	450	473	
Planning & Environment	988	656	1,197	1,198	1,160	1,226	1,276	
Lands & Building Services	410	325	688	685	809	857	778	



GENERAL FUND

General Fund - Expenditures by Division & Object	2023 Budget (\$000's)	2023 Actuals (\$000's)	2024 Budget (\$000's)	2024 Forecast (\$000's)	2025 Budget (\$000's)	2026 Budget (\$000's)	2027 Budget (\$000's)	Note
Total Planning & Development	2,024	1,661	2,557	2,309	3,141	3,363	3,382	
Public Safety								
Directorate	588	11,227	924	924	892	917	968	
Fire	8,035	7,068	8,475	8,380	8,896	7,790	8,148	
Municipal Enforcement	1,513	1,417	1,607	1,612	1,955	2,043	2,135	
Emergency Preparedness	-	-	-	-	44	1,556	1,629	
Total Public Safety	10,136	19,712	11,006	10,916	11,787	12,306	12,880	
Public Works & Engineering								
Directorate	982	865	1,050	1,078	1,387	1,450	1,522	
City Garage	994	1,170	883	1,213	969	1,008	1,048	
Public Transit	2,974	3,017	3,009	3,066	3,344	3,394	3,499	
Roads & Sidewalks	4,128	3,953	4,406	4,439	4,640	4,777	4,925	
Environmental & Regulatory	-	-	-	-	36	37	37	
Total Public Works & Engineering	9,078	9,005	9,348	9,796	10,376	10,666	11,031	
Total Expenditures	48,993	55,673	52,913	52,300	58,438	60,223	62,185	
Details of All O&M								
Wages & Benefits	29,396	27,042	32,373	31,705	35,956	37,823	39,465	
General Services	8,830	18,269	9,317	9,485	10,064	9,883	9,963	
Materials	2,737	2,026	2,945	2,731	3,251	3,183	3,233	
Maintenance	1,969	1,704	2,096	2,130	2,089	2,126	2,202	
Utility -Fuel	1,001	725	1,036	696	1,374	1,428	1,481	
Utility -Power	2,389	2,150	2,362	2,856	2,701	2,711	2,711	
Vehicle O&M	664	1,221	749	711	896	914	932	
Others (Insurance, grants & bad debts)	2,007	2,536	2,035	1,986	2,107	2,155	2,198	
Amortization	7,338	7,947	7,867	7,867	8,173	8,173	8,173	
Total Details of O&M	56,331	63,620	60,780	60,167	66,611	68,396	70,358	

GENERAL FUND

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GENERAL FUND – Mayor & Council

Mayor and Council Budget	2023 Budget (\$000's)	2023 Actuals (\$000's)	2024 Budget (\$000's)	2024 Forecast (\$000's)	2025 Budget (\$000's)	2026 Budget (\$000's)	2027 Budget (\$000's)	Note
Revenue								
User Charges	-	11	-	-	-	-	-	(1)
Total Revenue	-	11	-	-	-	-	-	
Expenditures (By Object)								
Wages & Benefits	484	474	498	498	517	542	570	
General Services	124	108	135	128	139	139	143	(2)
Materials	98	57	112	82	103	103	104	(3)
Others	796	790	829	862	859	889	914	(4)
Total Expenditures (By Object)	1,502	1,429	1,574	1,570	1,618	1,673	1,731	
Net Revenue (Expenditures)	(1,502)	(1,418)	(1,574)	(1,570)	(1,618)	(1,673)	(1,731)	

Note:

- (1) Revenues are from flag sales.
- (2) Public relations and governance strategy work.
- (3) Travel, meeting expenses, memberships and subscriptions.
- (4) Community Grants and Tax Relief. City Council may make grants for purposes that, in the opinion of Council, will benefit the residents of 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	2023	2023	2024	2024	2025	2026	2027	Note
	Budget	Actuals	Budget	Forecast	Budget	Budget	Budget	
	(\$000's)	(\$000's)	(\$000's)	(\$000's)	(\$000's)	(\$000's)	(\$000's)	
Senior Citizens/Disabled Tax Rebate	328	327	361	353	391	421	446	
Multi-Year Funding	319	322	319	320	319	319	319	(1)
Sponsorship Grants	50	67	50	91	50	50	50	(1)
Community Services Grants	99	74	99	98	99	99	99	(1)
Total Grants	796	790	829	862	859	889	914	

Note:

(1) In 2024, the total approved grants \$508,000 exceeded budget \$468,000 by \$40,000, which is funded by a transfer of \$40,000 from the Community Grant Reserve, as per Council Motion #0050-24.



GENERAL FUND – Mayor & Council

Multi-Year Funding	2023	2023	2024	2024	2,025	2026	2027	
	Budget	Actuals	Budget	Forecast	Budget	Budget	Budget	Note
	(\$)	(\$)	(\$)	(\$)	(\$)	(\$)	(\$)	
Association Franco-Culturelle de YK	8,000	8,000	8,000	8,000	-	-	-	
Aurora Fiddle Society	-	9,000	9,000	9,000	9,000	-	-	
Canadian Championship Dog Derby	15,000	-	-	15,000	15,000	15,000	-	
Folk on the Rocks	-	15,000	15,000	15,000	15,000	-	-	
Multicultural Community of Yellowknife	-	9,000	8,000	8,000	8,000	-	-	
Northern Arts & Cultural Centre	45,000	45,000	40,000	40,000	-	-	-	
Northern Mosaic Network	-	25,000	25,000	25,000	25,000	-	-	
NWT Council For Persons With Disabilities	18,000	18,000	18,000	18,000	-	-	-	
NWT SPCA	-	5,000	5,000	5,000	5,000	-	-	
Ptarmigan Ptheatrics	-	-	-	10,000	10,000	10,000	-	
Ragged Riders Snowsports Society	-	9,000	9,000	9,000	9,000	-	-	
Snowking's Winter Festival	40,000	40,000	30,000	30,000	-	-	-	
Western Arctic Moving Pictures	10,000	10,000	10,000	10,000	-	-	-	
Yellowknife Farmers Market	30,000	30,000	-	31,000	31,000	31,000	-	
Yellowknife Guild of Arts and Crafts	-	8,000	8,000	8,000	8,000	-	-	
Yellowknife Playgroup Association	8,500	8,500	8,500	8,500	-	-	-	
Yellowknife Seniors Society	-	40,000	30,000	30,000	30,000	-	-	
Yellowknife Ski Club	25,000	25,000	25,000	25,000	-	-	-	
YWCA NWT	-	17,000	15,000	15,000	15,000	-	-	
Additional Grants	119,100	-	55,100	-	138,600	262,600	-	
Total Multi-Year Funding	318,600	321,500	318,600	319,500	318,600	318,600	318,600	

GENERAL FUND – Mayor & Council

Sponsorship Grants	2023 Budget (\$)	2023 Actuals (\$)	2024 Budget (\$)	2024 Forecast (\$)	2025 Budget (\$)	2026 Budget (\$)	2027 Budget (\$)	Note
Black Advocacy Coalition Up North	-	10,000	-	-	-	-	-	
Midnight Sun Fly-in Association	-	5,000	-	-	-	-	-	
Music Teachers' Association of the NWT	-	5,000	-	8,500	-	-	-	
North Words Writers Festival Society	-	12,500	-	15,000	-	-	-	
NWT Hockey / YK Minor Hockey	-	-	-	15,000	-	-	-	
NWT Agrifood Association	-	7,500	-	15,000	-	-	-	
Old Town Community Association	-	12,500	-	15,000	-	-	-	
Northwest Territories Squash Racquets Association	-	-	-	7,455	-	-	-	
Ptarmicon Society	-	9,375	-	15,000	-	-	-	
Yellowknife Choral Society	-	5,000	-	-	-	-	-	
Additional Grants	50,000	-	50,000	-	50,000	50,000	50,000	
Total Sponsorship	50,000	66,875	50,000	90,955	50,000	50,000	50,000	



GENERAL FUND – Mayor & Council

Community Service Grants	2023 Budget (\$)	2023 Actuals (\$)	2024 Budget (\$)	2024 Forecast (\$)	2025 Budget (\$)	2026 Budget (\$)	2027 Budget (\$)	Note
Black Advocacy Coalition upNorth	-	-	-	10,000	-	-	-	
Ecology North	-	201	-	2,920	-	-	-	
Food First Foundation, NWT	-	2,250	-	-	-	-	-	
Food Rescue Yellowknife	-	10,000	-	10,000	-	-	-	
Foster Family Coalition of NWT	-	7,500	-	-	-	-	-	
Inclusion NWT	-	-	-	10,000	-	-	-	
Makerspace YK	-	-	-	9,540	-	-	-	
Music NWT	-	-	-	4,000	-	-	-	
Northern Birthwork Collective- MakeWay Charitable Society	-	5,625	-	10,000	-	-	-	
NWT Literacy Council	-	7,493	-	9,990	-	-	-	
Ptarmigan Ptheatrics	-	2,500	-	-	-	-	-	
Ptarmicon Society	-	7,500	-	-	-	-	-	
Salvation Army	-	7,500	-	-	-	-	-	
SideDoor Ministries	-	7,500	-	-	-	-	-	
Somba K'e Paddling Club	-	2,250	-	-	-	-	-	
Special Olympics N.W.T.	-	-	-	10,000	-	-	-	
Tennis NWT	-	2,500	-	2,500	-	-	-	
The Tree of Peace Friendship Centre	-	10,000	-	-	-	-	-	
Yellowknife Climbing Club	-	1,030	-	-	-	-	-	
Yellowknife Choral Society	-	-	-	7,500	-	-	-	
Yellowknife Life Action Role Play	-	500	-	1,095	-	-	-	
Yellowknife Ukrainian Association	-	-	-	10,000	-	-	-	
Additional Grants	99,400	-	99,400	-	99,400	99,400	99,400	
Total Community Services	99,400	73,947	99,400	97,545	99,400	99,400	99,400	

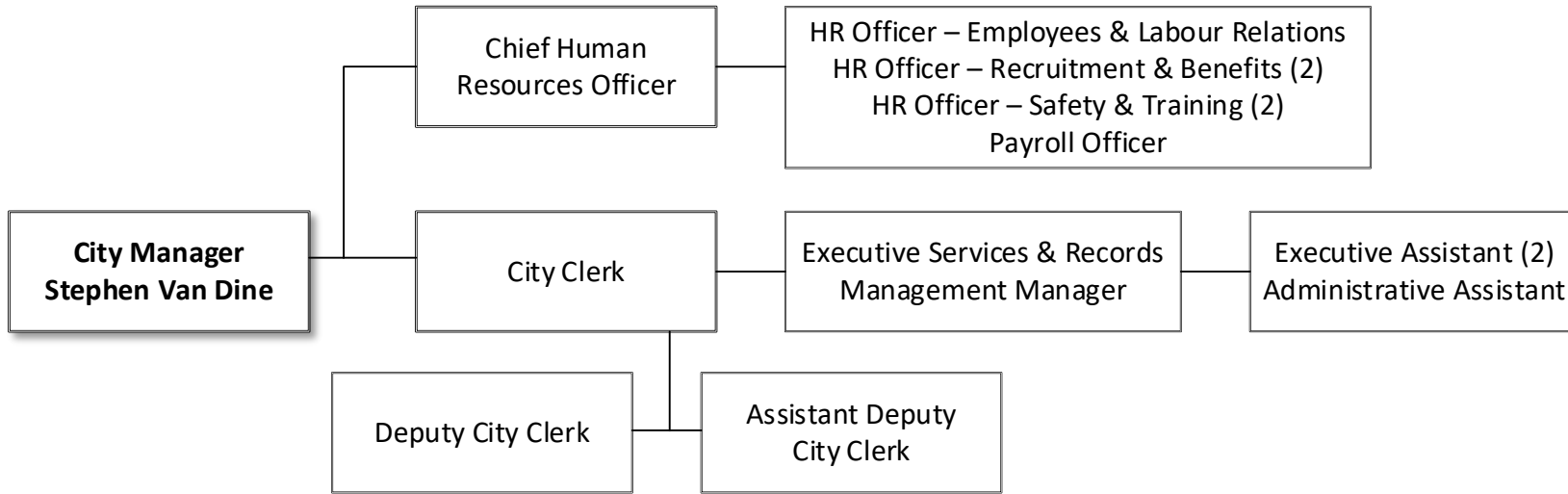
GENERAL FUND – Mayor & Council

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GENERAL FUND – Administration

Department Staffing



Staffing Summary

Staffing Summary	2023 Budget	2023 Actual	2024 Budget	2024 Forecast	2025 Budget	2026 Budget	2027 Budget	Note
City Manager's Office	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	5.00	5.00	6.00	6.00	6.00	6.00	6.00	(1)
	14.00	14.00	15.00	15.00	15.00	15.00	15.00	
Permanent	14.00	14.00	15.00	15.00	15.00	15.00	15.00	
	14.00	14.00	15.00	15.00	15.00	15.00	15.00	

Note:

(1) A new Labour Relation Officer position was added in 2024.

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	2023 Budget (\$000's)	2023 Actuals (\$000's)	2024 Budget (\$000's)	2024 Forecast (\$000's)	2025 Budget (\$000's)	2026 Budget (\$000's)	2027 Budget (\$000's)	Note
Revenue								
Total Revenue	-	-	-	-	-	-	-	
Expenditures (By Division)								
City Manager	1,073	932	1,087	1,127	908	945	994	
Office of the City Clerk	919	782	1,033	950	1,222	1,250	1,197	
Human Resources	2,186	1,880	2,431	2,553	2,597	2,597	2,532	
Total Expenditures (By Division)	4,178	3,594	4,551	4,630	4,727	4,792	4,723	
Net Revenue (Expenditures)	(4,178)	(3,594)	(4,551)	(4,630)	(4,727)	(4,792)	(4,723)	
Expenditure (by Object)								
Wages & Benefits	2,557	2,417	2,892	2,904	2,832	3,050	3,031	
General Services	1,436	1,025	1,502	1,536	1,559	1,483	1,431	
Materials	185	152	157	190	273	196	198	
Maintenance	-	-	-	-	63	63	63	(1)
Total Expenditures (By Object)	4,178	3,594	4,551	4,630	4,727	4,792	4,723	

Note:

(1) Software maintenance costs previously reported under information Technology Division.



GENERAL FUND – Administration

City Manager Budget	2023 Budget (\$000's)	2023 Actuals (\$000's)	2024 Budget (\$000's)	2024 Forecast (\$000's)	2025 Budget (\$000's)	2026 Budget (\$000's)	2027 Budget (\$000's)	Note
Revenue								
Total Revenue	-	-	-	-	-	-	-	
Expenditures (By Object)								
Wages & Benefits	783	761	795	795	747	779	819	
General Services	268	151	270	304	123	128	136	(1)
Materials	22	20	22	28	32	32	33	(2)
Maintenance	-	-	-	-	6	6	6	
Total Expenditures (By Object)	1,073	932	1,087	1,127	908	945	994	
Net Revenue (Expenditures)	(1,073)	(932)	(1,087)	(1,127)	(908)	(945)	(994)	

Note:

- (1) Corporate planning, public relations and legal fees.
- (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	2023 Budget (\$000's)	2023 Actuals (\$000's)	2024 Budget (\$000's)	2024 Forecast (\$000's)	2025 Budget (\$000's)	2026 Budget (\$000's)	2027 Budget (\$000's)	Note
Revenue								
Total Revenue	-	-	-	-	-	-	-	
Expenditures (By Object)								
Wages & Benefits	769	720	807	807	843	880	920	
General Services	145	61	221	138	320	311	218	(1)
Materials	5	1	5	5	7	7	7	
Maintenance	-	-	-	-	52	52	52	(2)
Total Expenditures (By Object)	919	782	1,033	950	1,222	1,250	1,197	
Net Revenue (Expenditures)	(919)	(782)	(1,033)	(950)	(1,222)	(1,250)	(1,197)	

Note:

- (1) Webcasting, teleconferencing, and the 2026 election.
- (2) Software maintenance costs previously reported under Information Technology Division.



GENERAL FUND – Administration

HUMAN RESOURCES DIVISION

The Human Resources Division provides services to the City's workforce of approximately 317 permanent and casual employees, covering areas such as workforce planning, recruitment, retention, payroll and benefits administration, collective agreement

interpretation, contract negotiations, classification, employee and labor relations, occupational health and safety, policy development, and employee training and development.

Human Resources Budget	2023 Budget (\$000's)	2023 Actuals (\$000's)	2024 Budget (\$000's)	2024 Forecast (\$000's)	2025 Budget (\$000's)	2026 Budget (\$000's)	2027 Budget (\$000's)	Note
Revenue								
Total Revenue	-	-	-	-	-	-	-	
Expenditures (By Object)								
Wages & Benefits	1,005	936	1,290	1,302	1,242	1,391	1,292	(1)
General Services	1,023	813	1,011	1,094	1,116	1,044	1,077	(2)
Materials	158	131	130	157	234	157	158	(3)
Maintenance	-	-	-	-	5	5	5	
Total Expenditures (By Object)	2,186	1,880	2,431	2,553	2,597	2,597	2,532	
Net Revenue (Expenditures)	(2,186)	(1,880)	(2,431)	(2,553)	(2,597)	(2,597)	(2,532)	

Note:

- (1) A new Labour Relations Officer position was added in 2024.
- (2) Fees, training, professional development, and contracted costs. The 2025 Budget includes \$89,000 for emergency management training.
- (3) Long service bonuses, employee relationships, professional membership fees, and boot and clothing allowances.

GENERAL FUND – Administration

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GENERAL FUND – Fiscal Services

Fiscal Services Budget	2023	2023	2024	2024	2025	2026	2027	
	Budget	Actuals	Budget	Forecast	Budget	Budget	Budget	Note
	(\$000's)	(000's)	(\$000's)	(\$000's)	(\$000's)	(\$000's)	(\$000's)	
Revenue								
Taxation	35,735	35,841	37,858	37,877	41,209	45,238	48,596	(1)
Taxes Allocated to Capital	(720)	(5,849)	(2,937)	(2,937)	(3,000)	(3,000)	(2,000)	(2)
User Charges								
Power Distribution -Franchise Fee	1,081	1,086	1,148	1,148	1,100	1,052	1,052	
Tax Penalties	342	179	280	310	320	320	320	
Others	40	(54)	45	-	45	45	45	
Investment Income	1,000	5,703	5,002	3,998	2,300	2,300	2,300	(3)
Total Revenue	37,478	36,906	41,396	40,396	41,974	45,955	50,313	
Expenditure (by Object)								
General Services	275	220	232	232	259	259	260	
Others (Mainly Bad Debt)	210	992	155	160	180	180	180	
Total Expenditures (by Object)	485	1,212	387	392	439	439	440	
Net Revenue (Expenditures)	36,993	35,694	41,009	40,004	41,535	45,516	49,873	
Interfund Transfers								
(To) From Water & Sewer Fund	1,200	1,200	1,170	1,170	1,104	1,138	1,172	(4)
(To) From Solid Waste Management Fund	394	394	461	461	446	459	451	(4)
(To) From Land Development Fund	540	540	818	818	742	764	787	(4)
Total Interfund Transfers	2,134	2,134	2,449	2,449	2,292	2,361	2,410	
Change in Fund Balance	39,127	37,828	43,458	42,453	43,827	47,877	52,283	

Note:

- (1) 2025 property taxes are based on 2024 assessed values which are expected to be 0.85% higher than 2023 assessed values, based on a review of building permits through September 2024. The increase in taxation revenue is based on the assumption that the mill rate will increase by 8.05% in 2025, 9.27% in 2026 and 7.02% in 2027.
- (2) Taxes allocated to the Capital Fund are used to pay principal and interest on general capital debts and to fund capital projects.
- (3) Interest earned / expected to be earned.
- (4) Salaries and overhead costs associated with administering other Funds are recovered by charging estimated administration fees.

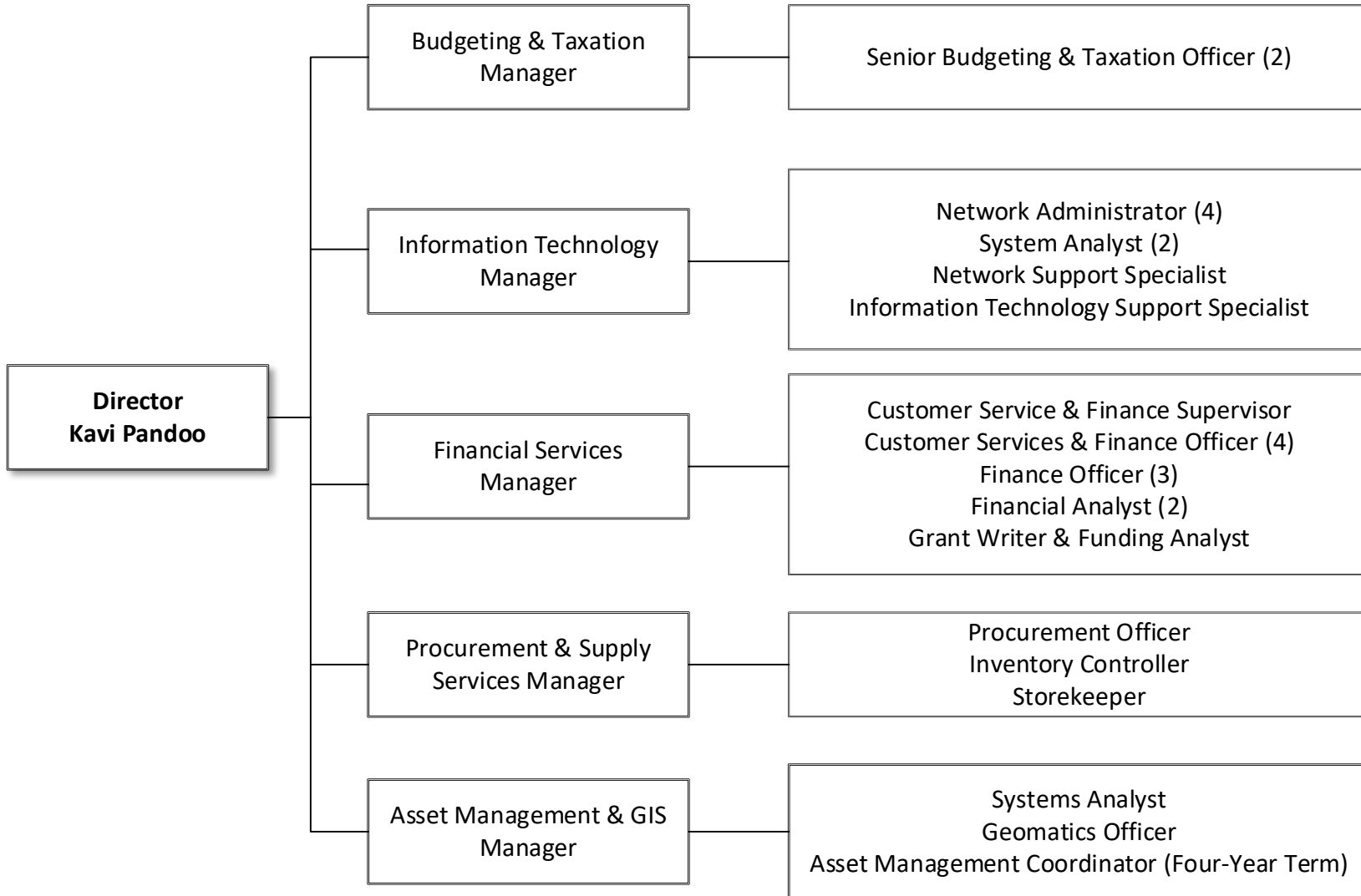
GENERAL FUND – Fiscal Services

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GENERAL FUND – Corporate Services

Department Staffing



GENERAL FUND – Corporate Services

Staffing Summary

Staffing Summary	2023 Budget	2023 Actual	2024 Budget	2024 Forecast	2025 Budget	2026 Budget	2027 Budget	Note
Directorate	7.00	6.00	6.00	6.00	6.00	6.00	6.00	(1)
Taxation & Budgeting	2.00	2.00	3.00	2.00	3.31	3.31	3.31	(2), (3),(4)
Financial Services	8.41	9.41	10.41	11.41	11.33	11.33	11.33	(5)
Procurement & Supply Services	3.00	3.00	3.00	3.00	3.00	3.00	3.00	
Information Technology	8.00	8.00	8.00	8.00	9.00	9.00	9.00	(6)
Asset Management & GIS	3.00	3.00	3.00	3.00	3.00	3.00	3.00	(7)
	31.41	31.41	33.41	33.41	35.64	35.64	35.64	
Permanent	29.00	29.00	31.00	31.00	35.00	35.00	35.00	
Part-time/Casual/Term	2.41	2.41	2.41	2.41	0.64	0.64	0.64	
	31.41	31.41	33.41	33.41	35.64	35.64	35.64	

Note:

- (1) The Grant Writer & Funding Analyst position was moved from Directorate to the Financial Services Division in 2023.
- (2) An additional Senior Budgeting & Taxation Analyst position was added in 2024.
- (3) A Budgeting & Taxation Analyst position is recommended in 2025.
- (4) 0.31 PY of casual is recommended in 2025 to handle the workloads in the peak seasons during summer and December.
- (5) A Financial Analysis Position was added in 2024.
- (6) An additional Information Technology Support Specialist is recommended in 2025.
- (7) It is recommended that the four-year Asset Management Coordinator position become a permanent position for 2025, and the funding be changed from Capital to General Fund.



GENERAL FUND – Corporate Services

CORPORATE SERVICES DEPARTMENT

The Corporate Services Department provides corporate and business support to the entire organization and is responsible for five main service areas: Budgeting and Taxation; Financial Services; Procurement and Supply Services, Information Technology; and

Asset Management & Geographic Information Systems. The Managers who lead each division, report to the Director who sets the course for the department and serves on the senior leadership team.

Corporate Services Budget	2023 Budget (\$000's)	2023 Actuals (\$000's)	2024 Budget (\$000's)	2024 Forecast (\$000's)	2025 Budget (\$000's)	2026 Budget (\$000's)	2027 Budget (\$000's)	Note
Revenue								
Grants	125	125	125	125	125	125	125	
User Charges	743	670	748	775	697	698	698	
Total Revenue	868	795	873	900	822	823	823	
Expenditures (By Division)								
Directorate	1,526	1,461	1,507	1,497	1,329	1,399	1,475	
Financial Services	1,009	935	1,326	1,115	1,749	1,817	1,886	
Procurement & Supply Services	1,508	1,374	1,528	1,385	1,593	1,627	1,670	
Budgeting & Taxation	542	496	698	540	756	774	798	
Information Technology	2,750	2,285	2,950	2,823	2,492	2,396	2,507	
Asset Management & GIS	340	282	367	366	759	775	793	
Total Expenditures (By Division)	7,675	6,833	8,376	7,726	8,678	8,788	9,129	
Net Revenue (Expenditures)	(6,807)	(6,038)	(7,503)	(6,826)	(7,856)	(7,965)	(8,306)	
Expenditure (by Object)								
Wages & Benefits	4,360	4,153	4,922	4,586	5,236	5,479	5,725	(1)
General Services	1,042	764	1,084	1,039	1,416	1,248	1,280	
Materials	412	291	424	351	402	402	411	
Maintenance	943	823	1,029	917	690	707	743	
Utility -Fuel	11	8	10	10	10	10	10	
Vehicle -O&M	6	3	6	4	6	6	6	
Insurance	901	791	901	819	918	936	954	
Total Expenditures (By Object)	7,675	6,833	8,376	7,726	8,678	8,788	9,129	

Note:

(1) A Budgeting and Taxation Analyst and an additional IT Support Specialist position are recommended in 2025.

GENERAL FUND – Corporate Services

Corporate Services Directorate Budget	2023 Budget (\$000's)	2023 Actuals (\$000's)	2024 Budget (\$000's)	2024 Forecast (\$000's)	2025 Budget (\$000's)	2026 Budget (\$000's)	2027 Budget (\$000's)	Note
Revenue								
Total Revenue	-	-	-	-	-	-	-	
Expenditures (By Object)								
Wages & Benefits	1,326	1,365	1,307	1,297	1,247	1,314	1,383	
General Services	195	96	197	197	73	76	83	(1)
Materials	5	-	3	3	5	5	5	
Maintenance	-	-	-	-	4	4	4	
Total Expenditures (By Object)	1,526	1,461	1,507	1,497	1,329	1,399	1,475	
Net Revenue (Expenditures)	(1,526)	(1,461)	(1,507)	(1,497)	(1,329)	(1,399)	(1,475)	

Note:

(1) Starting from 2025 Budget onwards, the audit service contracted costs will be reported under Financial Services.



GENERAL FUND – Corporate Services

BUDGETING AND TAXATION 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 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	2023 Budget (\$000's)	2023 Actuals (\$000's)	2024 Budget (\$000's)	2024 Forecast (\$000's)	2025 Budget (\$000's)	2026 Budget (\$000's)	2027 Budget (\$000's)	Note
Revenue								
Grants	125	125	125	125	125	125	125	(1)
User Charges	81	76	84	83	78	79	79	
Total Revenue	206	201	209	208	203	204	204	
Expenditures (By Object)								
Wages & Benefits	220	239	369	250	419	439	460	(2)
General Services	301	257	308	269	296	294	297	(3)
Materials	6	-	6	6	8	8	8	
Maintenance	15	-	15	15	33	33	33	
Total Expenditures (By Object)	542	496	698	540	756	774	798	
Net Revenue (Expenditures)	(336)	(295)	(489)	(332)	(553)	(570)	(594)	

Note:

- (1) Funds received under the City's Assessment Authority Agreement with the GNWT.
- (2) An additional Senior Budgeting and Taxation Officer was added in 2024. A new Budgeting and Taxation Analyst position is recommended in 2025.
- (3) 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,

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

Financial Services Budget	2023 Budget (\$000's)	2023 Actuals (\$000's)	2024 Budget (\$000's)	2024 Forecast (\$000's)	2025 Budget (\$000's)	2026 Budget (\$000's)	2027 Budget (\$000's)	Note
Revenue								
User Charges	525	545	527	548	492	492	492	
Total Revenue	525	545	527	548	492	492	492	
Expenditures (By Object)								
Wages & Benefits	885	832	1,204	999	1,311	1,374	1,440	(1)
General Services	27	29	27	26	221	223	223	(2)
Materials	97	74	95	90	102	105	108	
Maintenance	-	-	-	-	115	115	115	(3)
Total Expenditures (By Object)	1,009	935	1,326	1,115	1,749	1,817	1,886	
Net Revenue (Expenditures)	(484)	(390)	(799)	(567)	(1,257)	(1,325)	(1,394)	

Note:

- (1) A Financial Analyst position was added in 2024.
- (2) Starting from 2025 Budget onwards, the audit service contracted cost will be moved from Corporate Services Directorate to this division.
- (3) Software maintenance costs previously reported under Information Technology Division.



GENERAL FUND – Corporate Services

PROCUREMENT AND SUPPLY SERVICES DIVISION

The Procurement and Supply Services Division leads the purchasing processes, 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) and purchase

orders. 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.

Procurement & Supply Services	2023 Budget (\$000's)	2023 Actuals (\$000's)	2024 Budget (\$000's)	2024 Forecast (\$000's)	2025 Budget (\$000's)	2026 Budget (\$000's)	2027 Budget (\$000's)	Note
Revenue								
User Charges	137	49	137	144	127	127	127	
Total Revenue	137	49	137	144	127	127	127	
Expenditures (By Object)								
Wages & Benefits	361	389	387	387	402	422	443	
General Services	67	62	60	60	63	64	66	(1)
Materials	163	121	165	106	179	174	176	(2)
Maintenance	-	-	-	-	16	16	16	
Utility -Fuel	11	8	10	10	10	10	10	
Vehicle O&M	5	3	5	3	5	5	5	
Insurance	901	791	901	819	918	936	954	
Total Expenditures (By Object)	1,508	1,374	1,528	1,385	1,593	1,627	1,670	
Net Revenue (Expenditures)	(1,371)	(1,325)	(1,391)	(1,241)	(1,466)	(1,500)	(1,543)	

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 the governance of the City's technological systems, maintenance of the infrastructure, and functionality of the systems overall. This includes service desk and user support (hardware and software), systems

updates and security, managing software licenses and ensuring compliance with regulations, network administration and cybersecurity management

Information Technology Budget	2023 Budget (\$000's)	2023 Actuals (\$000's)	2024 Budget (\$000's)	2024 Forecast (\$000's)	2025 Budget (\$000's)	2026 Budget (\$000's)	2027 Budget (\$000's)	Note
Revenue								
Total Revenue	-	-	-	-	-	-	-	
Expenditures (By Object)								
Wages & Benefits	1,292	1,092	1,357	1,357	1,461	1,519	1,573	(1)
General Services	392	276	427	424	532	359	376	(2)
Materials	137	94	151	141	101	103	107	(3)
Maintenance	928	823	1,014	900	397	414	450	(4)
Vehicle O&M	1	-	1	1	1	1	1	
Total Expenditures (By Object)	2,750	2,285	2,950	2,823	2,492	2,396	2,507	
Net Revenue (Expenditures)	(2,750)	(2,285)	(2,950)	(2,823)	(2,492)	(2,396)	(2,507)	

Note:

- (1) An additional IT Support Specialist position is recommended in 2025.
- (2) Internet, network, network security, software acquisition, and renewal costs. A one-time IT Audit for \$150,000 is included.
- (3) Hardware maintenance and repairs, emergency radio system maintenance and repairs, reference materials, and safety supplies.
- (4) Software maintenance and support contracts. Any IT costs related to the user departments will be reported under the latter starting from 2025 budget onwards.



GENERAL FUND – Corporate Services

ASSET MANAGEMENT & GEOGRAPHIC INFORMATION SYSTEMS DIVISION

The Asset Management and GIS Division provides guidance and benchmarks on how the City develops, operates, monitors, and improve the management of City assets. This Division is also

responsible for leading the development and maintenance of the geographical information systems and tools that store and present information from a spatial perspective.

Asset Management & GIS Budget	2023 Budget (\$000's)	2023 Actuals (\$000's)	2024 Budget (\$000's)	2024 Forecast (\$000's)	2025 Budget (\$000's)	2026 Budget (\$000's)	2027 Budget (\$000's)	Note
Revenue								
Total Revenue	-	-	-	-	-	-	-	
Expenditures (By Object)								
Wages & Benefits	276	236	298	296	396	411	426	(1)
General Services	60	44	65	63	231	232	235	(2)
Materials	4	2	4	5	7	7	7	
Maintenance	-	-	-	2	125	125	125	(3)
Total Expenditures (By Object)	340	282	367	366	759	775	793	
Net Revenue (Expenditures)	(340)	(282)	(367)	(366)	(759)	(775)	(793)	

Note:

- (1) Starting in 2025, it is recommended funding the Asset Management Coordinator position from the General Fund instead of the Capital Fund.
- (2) Starting from the 2025 Budget onwards, include an allocation of \$200,000 for asset condition assessment and other professional services.
- (3) Software maintenance costs previously reported under the Information Technology Division.

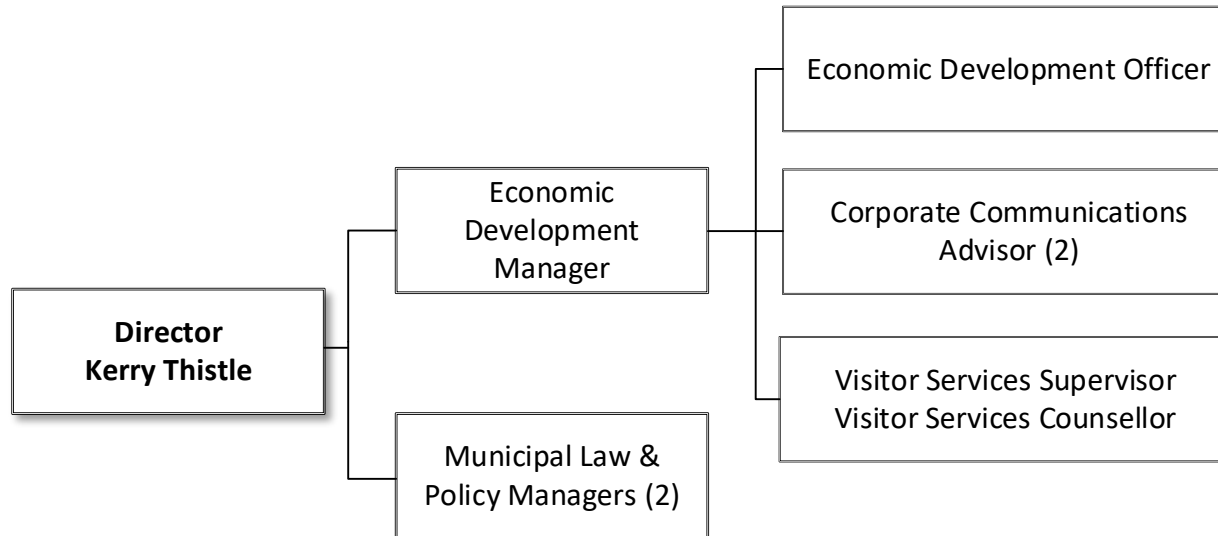
GENERAL FUND – Corporate Services

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GENERAL FUND – Economic Development & Strategy

Department Staffing



Staffing Summary

Staffing Summary	2023 Budget	2023 Actual	2024 Budget	2024 Forecast	2025 Budget	2026 Budget	2027 Budget	Note
Directorate	6.00	6.00	6.00	9.00	9.00	9.00	9.00	(1),(2)
	6.00	6.00	6.00	9.00	9.00	9.00	9.00	

Note:

- (1) A Corporate Communications Advisor was added in 2024
- (2) Visitor Centre staff costs are partially offset by a GNWT grant.

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	2023 Budget (\$000's)	2023 Actuals (\$000's)	2024 Budget (\$000's)	2024 Forecast (\$000's)	2025 Budget (\$000's)	2026 Budget (\$000's)	2027 Budget (\$000's)	Note
Revenue								
Grants	163	337	255	255	255	255	255	(1)
Total Revenue	163	337	255	255	255	255	255	
Expenditures (By Object)								
Wages & Benefits	1,045	1,204	1,084	1,155	1,466	1,522	1,589	(2)
General Services	650	884	655	684	544	555	577	(3)
Materials	10	2	10	10	12	12	12	
Maintenance	-	-	-	-	5	5	5	
Total Expenditures (By Object)	1,705	2,090	1,749	1,849	2,027	2,094	2,183	
Net Revenue (Expenditures)	(1,542)	(1,753)	(1,494)	(1,594)	(1,772)	(1,839)	(1,928)	

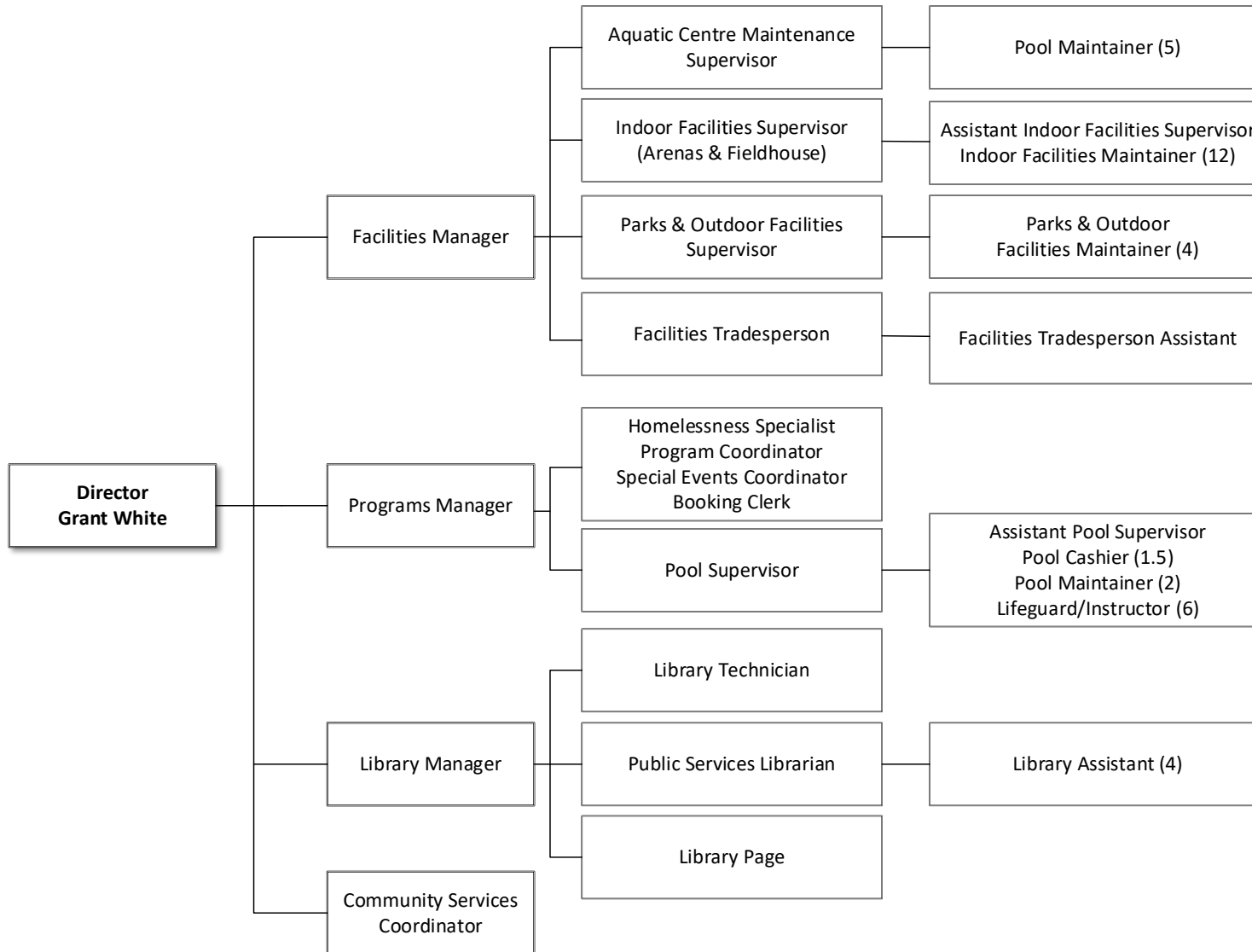
Note:

- (1) Grants received/to be received for operating the Visitors' Centre, Economic Development Officer position, equipment and visitor kiosks for Aurora, creating a Tourism Plan from pandemic recovery, and the Giant Mine Remediation.
- (2) Visitor Centre staff costs partially offset by GNWT grant. A corporate Communications Advisor position was added in 2024.
- (3) Public relations, economic development and tourism.



GENERAL FUND – Community Services

Department Staffing



GENERAL FUND – Community Services

Staffing Summary

Staffing Summary	2023 Budget	2023 Actual	2024 Budget	2024 Forecast	2025 Budget	2026 Budget	2027 Budget	Note
Directorate	6.00	6.00	6.00	6.00	5.00	5.00	5.00	(1)
Arenas	10.77	10.77	10.77	10.77	10.77	10.77	10.77	
Fieldhouse	4.00	4.00	4.00	4.00	3.77	3.77	3.77	
City Hall	2.00	2.00	2.00	2.00	2.00	2.00	2.00	
Parks	10.51	10.51	10.51	10.51	13.08	13.14	13.11	
Programs	8.07	8.07	8.07	8.07	8.53	8.57	8.55	(1)
Pool	14.79	14.79	20.79	20.79	26.24	26.28	26.26	(2)
Library	8.21	8.21	8.21	8.21	8.09	8.10	8.10	
	64.35	64.35	70.35	70.35	77.48	77.63	77.56	
Permanent	46.00	47.00	53.00	53.00	56.54	56.54	56.54	(1)
Part-time/Casual	18.35	17.35	17.35	17.35	20.94	21.09	21.02	(1)
	64.35	64.35	70.35	70.35	77.48	77.63	77.56	

Note:

- (1) The Homelessness Specialist position will be moved from Directorate to Programs in 2025.
- (2) For the Aquatic Centre, One Pool Maintenance Supervisor and Five Pool Maintainers were added in 2024. The following positions are recommended in 2025:
 - Three Lifeguards/Instructors and One Cashier
 - 2.2 FTE Casual Lifeguard 1



GENERAL FUND – Community Services

COMMUNITY SERVICES DEPARTMENT

The Community Services Department strives to foster a sense of community spirit unique to Yellowknife through the provision of a variety of indoor and outdoor facilities and 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 manage the Federal homelessness funding. 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	2023 Budget (\$000's)	2023 Actuals (\$000's)	2024 Budget (\$000's)	2024 Forecast (\$000's)	2025 Budget (\$000's)	2026 Budget (\$000's)	2027 Budget (\$000's)	Note
Revenue								
Grants	147	153	147	146	148	147	147	
User Charges	2,111	1,637	2,120	2,150	2,731	2,882	2,915	(1)
Total Revenue	2,258	1,790	2,267	2,296	2,879	3,029	3,062	
Expenditures (By Division)								
Directorate	1,599	1,352	1,709	1,726	1,622	1,683	1,752	
Arenas	2,832	2,733	3,023	3,129	3,164	3,257	3,369	
Fieldhouse	813	627	871	891	884	913	946	
Yellowknife Curling Club	164	99	167	183	164	166	169	
Parks	1,563	1,231	1,843	1,839	1,967	2,034	2,101	
Library	1,465	1,279	1,525	1,526	1,655	1,713	1,776	
Pool	2,032	1,485	2,416	1,950	4,300	4,382	4,551	
Recreation	912	602	966	966	1,054	1,095	1,133	
Wildcat Cafe	41	22	26	94	43	43	43	
City Hall	789	707	819	808	792	816	846	
Total Expenditures (By Division)	12,210	10,137	13,365	13,112	15,645	16,102	16,686	
Net Revenue (Expenditures)	(9,952)	(8,347)	(11,098)	(10,816)	(12,766)	(13,073)	(13,624)	
Expenditure (by Object)								
Wages & Benefits	6,707	5,807	7,415	7,234	8,816	9,247	9,679	
General Services	1,543	1,081	1,650	1,693	1,666	1,685	1,737	
Materials	694	562	1,002	824	1,178	1,104	1,120	
Maintenance	960	826	1,000	1,146	1,063	1,082	1,119	
Utility -Fuel	874	626	907	591	1,199	1,249	1,294	
Utility -Power	1,342	1,178	1,305	1,566	1,649	1,659	1,659	
Vehicle -O&M	90	57	86	58	74	76	78	
Total Expenditures (By Object)	12,210	10,137	13,365	13,112	15,645	16,102	16,686	

Note:

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



GENERAL FUND – Community Services

Community Services Directorate Budget	2023 Budget (\$000's)	2023 Actuals (\$000's)	2024 Budget (\$000's)	2024 Forecast (\$000's)	2025 Budget (\$000's)	2026 Budget (\$000's)	2027 Budget (\$000's)	Note
Revenue								
Grants	1	3	1	-	1	1	1	
User Charges	115	98	130	98	180	200	210	(1)
Total Revenue	116	101	131	98	181	201	211	
Expenditures (By Object)								
Wages & Benefits	959	977	1,038	1,038	965	1,013	1,065	
General Services	590	340	596	608	599	611	628	(2)
Materials	9	5	9	10	11	11	11	
Maintenance	-	-	-	-	13	13	13	
Utility -Fuel	21	11	16	15	12	13	13	(3)
Utility -Power	10	12	40	49	13	13	13	(3)
Vehicle O&M	10	7	10	6	9	9	9	
Total Expenditures (By Object)	1,599	1,352	1,709	1,726	1,622	1,683	1,752	
Net Revenue (Expenditures)	(1,483)	(1,251)	(1,578)	(1,628)	(1,441)	(1,482)	(1,541)	

Note:

- (1) Lease revenues for the Old Mine Rescue Building and sponsorship.
- (2) Spring Clean-up contracted costs, Street Outreach services, Downtown Clean-up Program, and the Old Mine Rescue Building contracted costs.
The 2025 to 2027 Budget allocations include \$100,000 for the Downtown Clean-up Program, to be funded by the Downtown Development Reserve.
- (3) For the Old Mine Rescue Building.

GENERAL FUND – Community Services

FACILITIES DIVISION – AQUATIC CENTRE

The Facilities Division operates and maintains the Aquatic Centre building including mechanical, structural and electrical components to ensure the facility operates at a high standard of care.

Through the development of a thorough preventative maintenance program the facility will serve the community into the future.

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	2023 Budget (\$000's)	2023 Actuals (\$000's)	2024 Budget (\$000's)	2024 Forecast (\$000's)	2025 Budget (\$000's)	2026 Budget (\$000's)	2027 Budget (\$000's)	Note
Revenue								
User Charges	739	482	760	848	783	783	783	
Total Revenue	739	482	760	848	783	783	783	
Expenditures (By Object)								
Wages & Benefits	1,254	1,292	1,346	1,346	1,452	1,523	1,597	
General Services	40	23	40	41	39	40	40	
Materials	10	94	10	16	14	14	14	
Maintenance	314	339	326	440	347	353	363	
Utility -Fuel	469	348	531	345	464	479	507	
Utility -Power	745	637	770	941	848	848	848	
Total Expenditures (By Object)	2,832	2,733	3,023	3,129	3,164	3,257	3,369	
Net Revenue (Expenditures)	(2,093)	(2,251)	(2,263)	(2,281)	(2,381)	(2,474)	(2,586)	



GENERAL FUND – Community Services

Yellowknife Curling Club Budget	2023 Budget (\$000's)	2023 Actuals (\$000's)	2024 Budget (\$000's)	2024 Forecast (\$000's)	2025 Budget (\$000's)	2026 Budget (\$000's)	2027 Budget (\$000's)	Note
Revenue								
Total Revenue	-	-	-	-	-	-	-	
Expenditures (By Object)								
General Services	7	2	7	7	7	7	7	
Materials	-	-	-	-	2	2	2	
Maintenance	47	21	49	49	47	49	50	
Utility -Fuel	17	3	20	15	16	16	18	
Utility -Power	93	73	91	112	92	92	92	
Total Expenditures (By Object)	164	99	167	183	164	166	169	
Net Revenue (Expenditures)	(164)	(99)	(167)	(183)	(164)	(166)	(169)	

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	2023 Budget (\$000's)	2023 Actuals (\$000's)	2024 Budget (\$000's)	2024 Forecast (\$000's)	2025 Budget (\$000's)	2026 Budget (\$000's)	2027 Budget (\$000's)	Note
Revenue								
User Charges	26	24	26	26	26	26	26	
Total Revenue	26	24	26	26	26	26	26	
Expenditures (By Object)								
Wages & Benefits	264	231	283	285	323	340	357	
General Services	119	100	116	116	113	116	119	
Materials	11	39	11	11	13	13	13	
Maintenance	134	133	178	178	132	135	141	
Utility -Fuel	148	78	114	75	90	91	95	
Utility -Power	113	126	117	143	121	121	121	
Total Expenditures (By Object)	789	707	819	808	792	816	846	
Net Revenue (Expenditures)	(763)	(683)	(793)	(782)	(766)	(790)	(820)	



GENERAL FUND – Community Services

FACILITIES DIVISION – FIELDHOUSE

The Facilities Division operates and maintains the Fieldhouse for community use. This includes maintaining the equipment and buildings, 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	2023 Budget (\$000's)	2023 Actuals (\$000's)	2024 Budget (\$000's)	2024 Forecast (\$000's)	2025 Budget (\$000's)	2026 Budget (\$000's)	2027 Budget (\$000's)	Note
Revenue								
User Charges	273	206	281	274	290	290	290	
Total Revenue	273	206	281	274	290	290	290	
Expenditures (By Object)								
Wages & Benefits	450	330	487	487	498	519	544	
General Services	4	10	9	9	10	10	11	
Materials	34	23	33	33	36	38	38	
Maintenance	97	62	99	99	95	99	101	
Utility -Fuel	63	51	73	55	68	70	75	
Utility -Power	165	151	170	208	177	177	177	
Total Expenditures (By Object)	813	627	871	891	884	913	946	
Net Revenue (Expenditures)	(540)	(421)	(590)	(617)	(594)	(623)	(656)	

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.

Parks Budget	2023 Budget (\$000's)	2023 Actuals (\$000's)	2024 Budget (\$000's)	2024 Forecast (\$000's)	2025 Budget (\$000's)	2026 Budget (\$000's)	2027 Budget (\$000's)	Note
Revenue								
User Charges	51	103	67	68	67	67	67	
Total Revenue	51	103	67	68	67	67	67	
Expenditures (By Object)								
Wages & Benefits	874	765	1,000	1,000	1,169	1,221	1,267	
General Services	203	131	275	275	280	284	294	
Materials	321	230	423	433	396	405	412	
Maintenance	22	6	7	10	7	7	8	
Utility -Fuel	19	11	20	16	18	18	19	
Utility -Power	45	39	44	54	33	33	33	
Vehicle O&M	79	49	74	51	64	66	68	
Total Expenditures (By Object)	1,563	1,231	1,843	1,839	1,967	2,034	2,101	
Net Revenue (Expenditures)	(1,512)	(1,128)	(1,776)	(1,771)	(1,900)	(1,967)	(2,034)	



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.

Wild Café Budget	2023 Budget (\$000's)	2023 Actuals (\$000's)	2024 Budget (\$000's)	2024 Forecast (\$000's)	2025 Budget (\$000's)	2026 Budget (\$000's)	2027 Budget (\$000's)	Note
Revenue								
User Charges	6	4	6	9	6	6	6	
Total Revenue	6	4	6	9	6	6	6	
Expenditures (By Object)								
General Services	8	2	5	40	15	15	15	
Materials	1	-	1	2	3	3	3	
Maintenance	23	9	11	40	16	16	16	
Utility -Fuel	8	7	8	10	8	8	8	
Utility -Power	1	4	1	2	1	1	1	
Total Expenditures (By Object)	41	22	26	94	43	43	43	
Net Revenue (Expenditures)	(35)	(18)	(20)	(85)	(37)	(37)	(37)	

GENERAL FUND – Community Services

PROGRAMS DIVISION – LIBRARY

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.

Library Budget	2023 Budget (\$000's)	2023 Actuals (\$000's)	2024 Budget (\$000's)	2024 Forecast (\$000's)	2025 Budget (\$000's)	2026 Budget (\$000's)	2027 Budget (\$000's)	Note
Revenue								
Grants	116	115	116	116	116	116	116	(1)
User Charges	12	6	6	4	6	6	6	
Total Revenue	128	121	122	120	122	122	122	
Expenditures (By Object)								
Wages & Benefits	783	654	836	836	858	902	943	
General Services	391	390	396	397	388	396	408	(2)
Materials	75	35	74	74	182	185	187	(3)
Maintenance	216	200	219	219	227	230	238	(4)
Total Expenditures (By Object)	1,465	1,279	1,525	1,526	1,655	1,713	1,776	
Net Revenue (Expenditures)	(1,337)	(1,158)	(1,403)	(1,406)	(1,533)	(1,591)	(1,654)	

Note:

- (1) GNWT Library Grant.
- (2) Condominium fees, building repairs, and maintenance costs.
- (3) Starting from the 2025 Budget onwards, include an allocation of \$103,000 for full-time security guards from October 1 to April 30.
- (4) Janitorial services and collection maintenance costs.



GENERAL FUND – Community Services

PROGRAMS DIVISION – AQUATIC CENTRE

The Programs Division manages all recreation programs and events. This includes all programming and events that are offered through the Aquatic Centre. Aquatic programs and events 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.

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.

GENERAL FUND – Community Services

Pool Budget	2023 Budget (\$000's)	2023 Actuals (\$000's)	2024 Budget (\$000's)	2024 Forecast (\$000's)	2025 Budget (\$000's)	2026 Budget (\$000's)	2027 Budget (\$000's)	Note
Revenue								
Grants	1	-	1	1	2	1	1	
User Charges	525	422	477	456	1,006	1,137	1,160	(1)
Total Revenue	526	422	478	457	1,008	1,138	1,161	
Expenditures (By Object)								
Wages & Benefits	1,454	1,049	1,704	1,518	2,814	2,955	3,102	(2)
General Services	29	12	50	44	61	50	53	
Materials	142	114	352	159	428	338	343	
Maintenance	107	56	111	111	109	110	119	
Utility -Fuel	129	117	125	60	523	554	559	
Utility -Power	170	136	72	57	364	374	374	
Vehicle O&M	1	1	2	1	1	1	1	
Total Expenditures (By Object)	2,032	1,485	2,416	1,950	4,300	4,382	4,551	
Net Revenue (Expenditures)	(1,506)	(1,063)	(1,938)	(1,493)	(3,292)	(3,244)	(3,390)	

Note:

- (1) The 2025 Budget is based on the assumptions that the construction of the Aquatic Centre will be completed in February 2025, and it will be operative starting March 2025.
- (2) For the Pool Aquatic Centre, One Pool Maintenance Supervisor and Five Pool Maintainers was added in 2024. The following positions are recommended in 2025:
 - Three Lifeguards / Instructors
 - 2.2 FTE Casual Lifeguards / Instructors
 - Customer Service / Booking Supervisor
 - Cashier



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	2023 Budget (\$000's)	2023 Actuals (\$000's)	2024 Budget (\$000's)	2024 Forecast (\$000's)	2025 Budget (\$000's)	2026 Budget (\$000's)	2027 Budget (\$000's)	Note
Revenue								
Grants	29	35	29	29	29	29	29	
User Charges	364	292	367	367	367	367	367	
Total Revenue	393	327	396	396	396	396	396	
Expenditures (By Object)								
Wages & Benefits	669	509	721	724	737	774	804	
General Services	152	71	156	156	154	156	162	(1)
Materials	91	22	89	86	93	95	97	(2)
Maintenance	-	-	-	-	70	70	70	(3)
Total Expenditures (By Object)	912	602	966	966	1,054	1,095	1,133	
Net Revenue (Expenditures)	(519)	(275)	(570)	(570)	(658)	(699)	(737)	

Note:

- (1) Program instructors, facility and equipment rentals, and contracted costs.
- (2) Program supplies.
- (3) Software maintenance costs previously reported under the Information Technology Division.

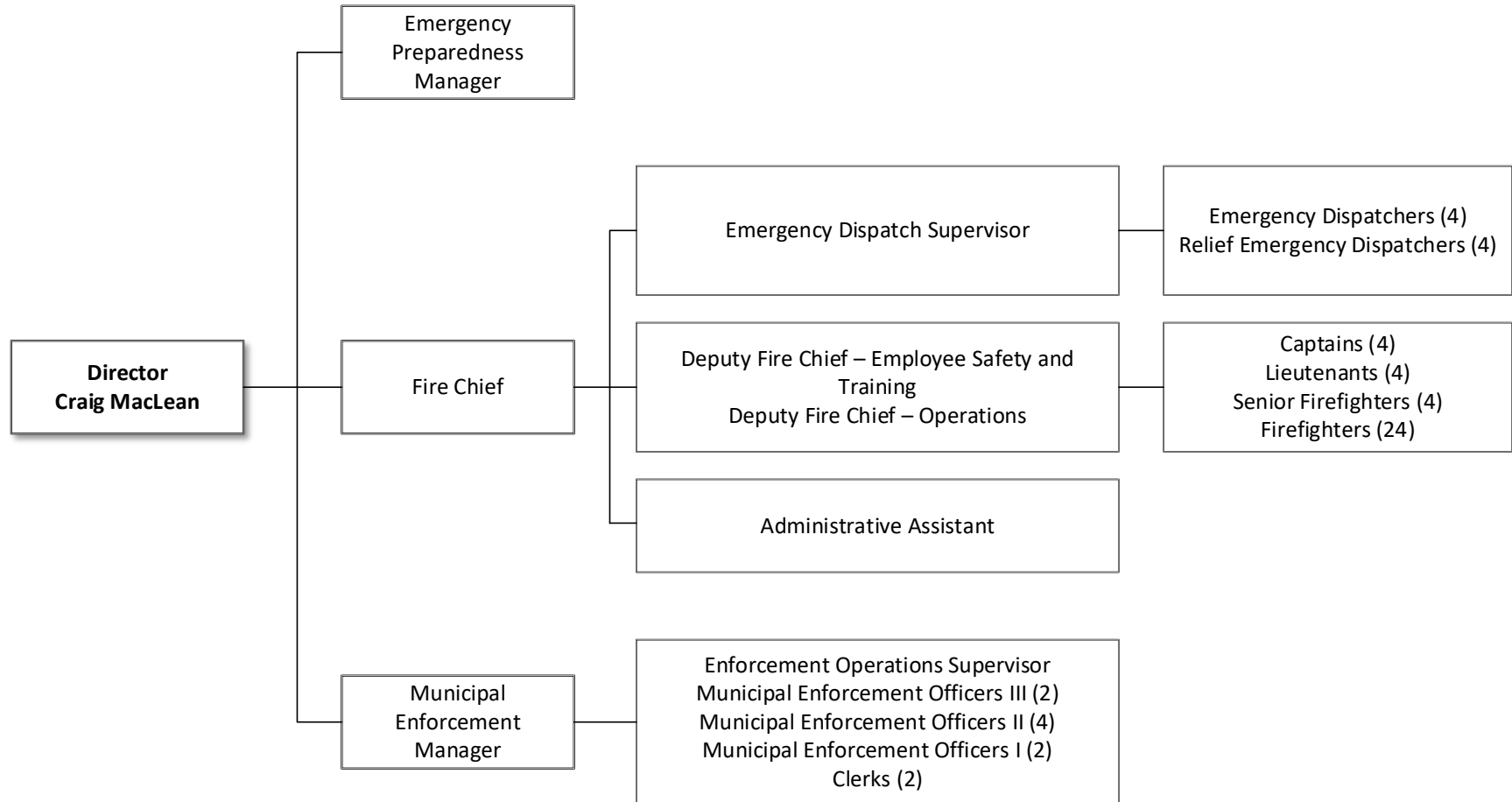
GENERAL FUND – Community Services

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GENERAL FUND – Public Safety

Department Staffing



GENERAL FUND – Public Safety

Staffing Summary

Staffing Summary	2023 Budget	2023 Actual	2024 Budget	2024 Forecast	2025 Budget	2026 Budget	2027 Budget	Note
Directorate	3.00	3.00	4.00	4.00	4.00	4.00	4.00	(1)
Fire	46.00	46.00	48.00	48.00	48.00	39.00	39.00	(2),(3)
Municipal Enforcement	11.00	11.00	11.00	11.00	13.00	13.00	13.00	(4)
Emergency Preparedness						9.00	9.00	(3)
	60.00	60.00	63.00	63.00	65.00	65.00	65.00	
Permanent	60.00	60.00	63.00	63.00	65.00	65.00	65.00	
	60.00	60.00	63.00	63.00	65.00	65.00	65.00	

Note:

- (1) An Emergency Preparedness Manager was added in 2024.
- (2) Two Relief Emergency Dispatcher positions were added in 2024.
- (3) The Emergency Dispatch Supervisor, 4 Emergency Dispatchers, and 4 Relief Emergency Dispatchers will be reported under the Emergency Preparedness Division in 2026.
- (4) Two Municipal Enforcement Officer positions are recommended in 2025.



GENERAL FUND – Public Safety

PUBLIC SAFETY DEPARTMENT

The Public Safety Department is responsible for three main core service divisions: municipal enforcement (by-laws), emergency preparedness, and fire (firefighting, ambulance, rescue, hazardous materials, fire prevention and education, and the City's communication and dispatch center). The Director provides

leadership and guidance to the service divisions, and is accountable for the overall performance. The Director is responsible for the overall development and oversight of departmental capital and operating budgets and efficient operation and control of facilities, equipment, human and other resources of the department.

GENERAL FUND – Public Safety

Public Safety Budget	2023 Budget (\$000's)	2023 Actuals (\$000's)	2024 Budget (\$000's)	2024 Forecast (\$000's)	2025 Budget (\$000's)	2026 Budget (\$000's)	2027 Budget (\$000's)	Note
Revenue								
Grants	137	8,180	137	301	137	137	137	(1)
User Charges	3,670	3,972	4,029	4,041	4,029	4,029	4,029	
Total Revenue	3,807	12,152	4,166	4,342	4,166	4,166	4,166	
Expenditures (By Division)								
Directorate	588	11,227	924	924	892	917	968	
Fire	8,035	7,068	8,475	8,380	8,896	7,790	8,148	
Municipal Enforcement	1,513	1,417	1,607	1,612	1,955	2,043	2,135	
Emergency Preparedness	-	-	-	-	44	1,556	1,629	
Total Expenditures (By Division)	10,136	19,712	11,006	10,916	11,787	12,306	12,880	
Net Revenue (Expenditures)	(6,329)	(7,560)	(6,840)	(6,574)	(7,621)	(8,140)	(8,714)	
Expenditure (by Object)								
Wages & Benefits	8,907	8,140	9,504	9,512	10,161	10,668	11,204	(2)
General Services	256	198	477	487	461	419	434	
Materials	630	10,960	609	576	598	645	657	(1)
Maintenance	61	43	62	62	114	115	117	(3)
Utility -Fuel	47	49	54	45	101	104	109	
Utility -Power	69	64	71	86	73	73	73	
Vehicle -O&M	166	258	229	148	279	282	286	
Total Expenditures (By Object)	10,136	19,712	11,006	10,916	11,787	12,306	12,880	

Note:

- (1) The 2023 Actuals include \$8.106 million grant receivable (75% of the costs \$10.582 million) from the Disaster Mitigation and Adaptation Fund related to the expenses related to the wildfires in Yellowknife in August and September of 2023.
- (2) An Emergency Preparedness Manager was added in 2024.
Two additional Municipal Enforcement Officers are recommended in the 2025 Budget.
- (3) The increases from 2025 Budget onwards are due to software maintenance costs that used to be reported under the Information Technology Division.



GENERAL FUND – Public Safety

Public Safety Directorate Budget	2023 Budget (\$000's)	2023 Actuals (\$000's)	2024 Budget (\$000's)	2024 Forecast (\$000's)	2025 Budget (\$000's)	2026 Budget (\$000's)	2027 Budget (\$000's)	Note
Revenue								
Grants	-	8,106	-	-	-	-	-	(1)
Total Revenue	-	8,106	-	-	-	-	-	
Expenditures (By Object)								
Wages & Benefits	577	629	793	793	858	901	948	(2)
General Services	3	3	123	123	21	3	7	
Materials	8	10,595	8	8	10	10	10	(1)
Maintenance	-	-	-	-	3	3	3	
Total Expenditures (By Object)	588	11,227	924	924	892	917	968	
Net Revenue (Expenditures)	(588)	(3,121)	(924)	(924)	(892)	(917)	(968)	

Note:

- (1) The 2023 Actuals include \$8.106 million grant receivable (75% of the costs) from the Disaster Mitigation and Adaption Fund related to the expenses related to the wildfires in Yellowknife in August and September 2023.
- (2) An Emergency Preparedness Manager was added in 2024.

GENERAL FUND – Public Safety

EMERGENCY PREPEAREDNESS DIVISION

The Emergency Preparedness Division is empowered to meet legislated responsibilities for directing and controlling local coordination of emergency response to, and recovery from, a major emergency or disaster event.

The emergency management program is comprised of the following four interdependent foundational components: Prevention and Mitigation, Preparedness, Response, and Recovery. These four components of emergency management are implemented by all communities in the NWT.

The division supports best practice standards through an established Community Emergency Plan and series of companion documents

which provide an overall guidance structure to address the foundational components. The Plan is designed to support residents, emergency response agencies, and City employees during these events. For regular emergency work, residents interact directly with first responder agencies as their needs dictate.

When the Community Emergency Plan is activated, it enhances emergency response agencies with required resources when initially available resources have been depleted and provides relevant and timely public information to keep people safe. In Yellowknife, this information is shared through the City's push email notification system, internal and external communications with media.

Emergency Preparedness Budget	2023 Budget (\$000's)	2023 Actuals (\$000's)	2024 Budget (\$000's)	2024 Forecast (\$000's)	2025 Budget (\$000's)	2026 Budget (\$000's)	2027 Budget (\$000's)	Note
Revenue								
Total Revenue	-	-	-	-	-	-	-	
Expenditures (By Object)								
Wages & Benefits	-	-	-	-	-	1,347	1,416	(1)
General Services	-	-	-	-	15	170	174	(2)
Materials	-	-	-	-	29	39	39	(2)
Total Expenditures (By Object)	-	-	-	-	44	1,556	1,629	
Net Revenue (Expenditures)	-	-	-	-	(44)	(1,556)	(1,629)	

Note:

- (1) The Emergency Dispatch Supervisor, 4 Emergency Dispatchers, and 4 Relief Emergency Dispatchers transition from Fire to Emergency Preparedness in 2026.
- (2) Newly created Division, with a few Overhead and Equipment budget in 2025.



FIRE DIVISION

The Fire Division is an integrated service that provides fire services such as fire suppression, rescue, dangerous goods response, and other types of responses and activities needed to protect property, people and the environment. A key service provision is Emergency Medical Services (EMS) pre-hospital care. The division delivers care, stabilization, and transportation to someone experiencing a medical emergency at a Basic Life Support (BLS) level. 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. These service delivery levels were adopted by Council for implementation on *April 21, 2021*.

A key support service and critical link for delivery of emergency services, and other corporate services, is the Public Safety Communications Center (PSCC). Dispatchers at the PSCCC coordinate communications between NWT 9-1-1 and the Fire Division to facilitate a safe, swift and appropriate response for firefighter-paramedics using radio and computer-aided systems to share information instantly and seamlessly. Additionally, dispatchers provide a support level of service for Municipal Enforcement with call processing, resource dispatching, and safety monitoring of staff during responses. Dispatchers also provide a support level of service for the Public Works Department with SCADA monitoring, working alone status keeping, and after-hours call processing. Records management for all groups is a key responsibility as concise and accurate information is required for a unified corporate service delivery.

GENERAL FUND – Public Safety

Fire Budget	2023 Budget (\$000's)	2023 Actuals (\$000's)	2024 Budget (\$000's)	2024 Forecast (\$000's)	2025 Budget (\$000's)	2026 Budget (\$000's)	2027 Budget (\$000's)	Note
Revenue								
Grants	137	74	137	301	137	137	137	
User Charges	2,607	3,030	2,926	2,926	2,926	2,926	2,926	
Total Revenue	2,744	3,104	3,063	3,227	3,063	3,063	3,063	
Expenditures (By Object)								
Wages & Benefits	7,046	6,280	7,335	7,343	7,589	6,623	6,955	(1)
General Services	152	115	252	248	324	144	148	(1), (2)
Materials	543	302	528	495	482	516	527	(1), (3)
Maintenance	61	43	62	62	105	106	108	(4)
Utility -Fuel	39	42	46	35	93	96	101	
Utility -Power	61	59	63	77	65	65	65	
Vehicle O&M	133	227	189	120	238	240	244	
Total Expenditures (By Object)	8,035	7,068	8,475	8,380	8,896	7,790	8,148	
Net Revenue (Expenditures)	(5,291)	(3,964)	(5,412)	(5,153)	(5,833)	(4,727)	(5,085)	

Note:

- (1) The expenses related to emergency preparedness activities for actuals and budget have been reported under the Fire Division until 2025. The Emergency Dispatch Supervisor, 4 Emergency Dispatchers, and 4 Relief Emergency Dispatchers transition from Fire to Emergency Preparedness in 2026.
- (2) Telephone and communications, medical director and contracted costs.
- (3) Medical materials and supplies, protective gear and uniforms, and training aids.
- (4) The increases from 2025 Budget onwards are due to the software maintenance costs that were previously reported under Information Technology Division.



MUNICIPAL ENFORCEMENT DIVISION

The Municipal Enforcement Division (MED) maintains public 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 when necessary.

The goal of the division is to serve the citizens of Yellowknife by performing duties in a prompt, fair, consistent, and competent manner to ensure that Yellowknife remains a safe, clean, enjoyable place to work, live, or visit.

The delivery of services by MED is done within the framework of the Council established *By-law Enforcement Policy*. In addition, MED Officers must at all times work within the rule of law, and in accordance with law. MED Officers are peace officers and have the authority to conduct investigations, lay charges, and make arrests in certain situations.

MED Officers conduct proactive enforcement patrols primarily by vehicle and foot, but also on bicycle and snowmobile as capacity allows. They assist in the delivery of many City services such as the Library, Visitor Center, Transit services, Engineering Services, Finance, Legal, and Community Services regularly. They assist the Fire Division and RCMP with emergency events, and deliver safety programs in the community.

The division is often tasked with maintaining conduct at parades, demonstrations, and burial processions. The division also maintains and processes coin revenue for approximately six hundred fifty-five on-street parking meters to facilitate orderly access to the Central Business District.

GENERAL FUND – Public Safety

Municipal Enforcement Budget	2023 Budget (\$000's)	2023 Actuals (\$000's)	2024 Budget (\$000's)	2024 Forecast (\$000's)	2025 Budget (\$000's)	2026 Budget (\$000's)	2027 Budget (\$000's)	Note
Revenue								
User Charges	1,063	942	1,103	1,115	1,103	1,103	1,103	
Total Revenue	1,063	942	1,103	1,115	1,103	1,103	1,103	
Expenditures (By Object)								
Wages & Benefits	1,284	1,231	1,376	1,376	1,714	1,797	1,885	(1)
General Services	101	80	102	116	101	102	105	(2)
Materials	79	63	73	73	77	80	81	(3)
Maintenance	-	-	-	-	6	6	6	
Utility -Fuel	8	7	8	10	8	8	8	
Utility -Power	8	5	8	9	8	8	8	
Vehicle O&M	33	31	40	28	41	42	42	
Total Expenditures (By Object)	1,513	1,417	1,607	1,612	1,955	2,043	2,135	
Net Revenue (Expenditures)	(450)	(475)	(504)	(497)	(852)	(940)	(1,032)	

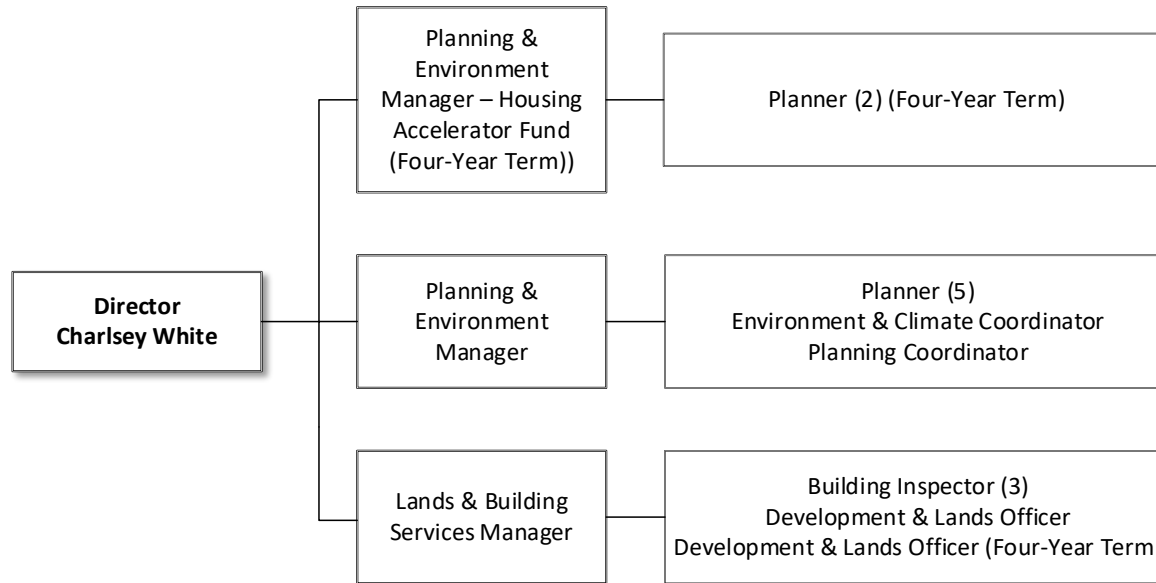
Note:

- (1) Two additional Municipal Enforcement Officers are recommended in the 2025 Budget.
- (2) Dog pound contracted costs, towing charges, and officer safety services.
- (3) Uniforms, materials, and parking meter maintenance.



GENERAL FUND – Planning & Development

Department Staffing



Staffing Summary

Staffing Summary	2023 Budget	2023 Actual	2024 Budget	2024 Forecast	2025 Budget	2026 Budget	2027 Budget	Note
Directorate	3.00	3.00	3.00	3.00	3.00	3.00	3.00	
Lands & Building Services	3.00	5.00	5.00	5.00	5.00	5.00	5.00	
Planning & Environment	6.00	5.00	7.00	7.00	7.00	7.00	7.00	(1)
Planning & Environment (HAF)				1.00	2.45	3.00	3.00	(2),(3)
	12.00	13.00	15.00	16.00	17.45	18.00	18.00	
Permanent	11.00	12.00	14.00	15.00	16.45	17.00	17.00	
Part-time/Casual/Term	1.00	1.00	1.00	1.00	1.00	1.00	1.00	(4)
	12.00	13.00	15.00	16.00	17.45	18.00	18.00	

Note:

- (1) Two additional Planner positions were added in 2024.
- (2) A Housing Accelerator Fund Manager position was added in 2024, funded by the Housing Accelerator Fund.
- (3) Two Planner positions for Planning & Environment (HAF) are recommended for 2025.
- (4) One four-year term Development and Lands Officer position was added in 2022.

GENERAL FUND – Planning & Development

PLANNING & DEVELOPMENT DEPARTMENT

The department is responsible for permits, inspections, policies, regulations and land. Planning and Development guides and shapes the physical development of the city. The department connects many

different sectors and professions to design the use of land and buildings; while having regard for the impacts on the social, cultural, environmental and economic well-being of the community.

Planning & Development Budget	2023 Budget (\$000's)	2023 Actuals (\$000's)	2024 Budget (\$000's)	2024 Forecast (\$000's)	2025 Budget (\$000's)	2026 Budget (\$000's)	2027 Budget (\$000's)	Note
Revenue								
Grants	-	-	-	-	367	450	473	(1)
User Charges	376	1,089	316	699	316	316	316	
Total Revenue	376	1,089	316	699	683	766	789	
Expenditures (By Division)								
Directorate	626	680	672	426	805	830	855	
Planning & Environment (HAF)	-	-	-	-	367	450	473	(1)
Planning & Environment	988	656	1,197	1,198	1,160	1,226	1,276	
Lands & Building Services	410	325	688	685	809	857	778	
Total Expenditures (By Division)	2,024	1,661	2,557	2,309	3,141	3,363	3,382	
Net Revenue (Expenditures)	(1,648)	(572)	(2,241)	(1,610)	(2,458)	(2,597)	(2,593)	
Expenditure (by Object)								
Wages & Benefits	1,750	1,616	2,257	1,989	2,653	2,838	2,970	(2)
General Services	97	7	89	111	186	202	89	(3)
Materials	74	34	55	57	37	58	58	(4)
Maintenance	-	-	-	-	109	109	109	(5)
Vehicle -O&M	3	4	6	2	6	6	6	
Others	100	-	150	150	150	150	150	(6)
Total Expenditures (By Object)	2,024	1,661	2,557	2,309	3,141	3,363	3,382	

Note:

- (1) The Housing Accelerator Fund revenue and expenses.
- (2) Two additional Planner positions were added in 2024. A new Manager and Planner positions will be added in 2025 and funded by the Housing Accelerator Fund.
- (3) The Budget includes \$100,000 in 2025 and \$110,000 in 2026 for contracted costs to handle the workloads resulted from staff shortages and leave, and to meet our service level standards.
- (4) Heritage Committee expenses and office overhead.
- (5) Software maintenance costs previously reported under the Information Technology Division.
- (6) To be funded from the Downtown Development Reserve.



GENERAL FUND – Planning & Development

Planning & Development Directorate Budget	2023 Budget (\$000's)	2023 Actuals (\$000's)	2024 Budget (\$000's)	2024 Forecast (\$000's)	2025 Budget (\$000's)	2026 Budget (\$000's)	2027 Budget (\$000's)	Note
Revenue								
Total Revenue	-	-	-	-	-	-	-	
Expenditures (By Object)								
Wages & Benefits	609	679	664	396	699	724	749	
General Services	16	1	7	28	7	7	7	
Materials	1	-	1	2	3	3	3	
Maintenance	-	-	-	-	96	96	96	(1)
Total Expenditures (By Object)	626	680	672	426	805	830	855	
Net Revenue (Expenditures)	(626)	(680)	(672)	(426)	(805)	(830)	(855)	

Note:

(1) Software maintenance costs previously reported under the Information Technology Division.

GENERAL FUND – Planning & Development

PLANNING & ENVIRONMENT DIVISION

The Planning and Environment Division collaborates with residents, businesses and the community on the planning and development of lands, as well as Climate Change mitigation and adaptation within Yellowknife. This includes zoning and development decisions, representation of the City at appeal hearings, management of development contractors and site plan/subdivision developments.

The Division is responsible for a broad range of professional, administrative and technical services. These responsibilities include the creation, implementation and monitoring of land use plans and local by-laws. Public services related to Climate Change, Energy and Environment are included in the division responsibilities.

Planning & Environment Budget	2023 Budget (\$000's)	2023 Actuals (\$000's)	2024 Budget (\$000's)	2024 Forecast (\$000's)	2025 Budget (\$000's)	2026 Budget (\$000's)	2027 Budget (\$000's)	Note
Revenue								
User Charges	50	183	70	70	70	70	70	
Total Revenue	50	183	70	70	70	70	70	
Expenditures (By Object)								
Wages & Benefits	753	623	918	918	907	951	999	(1)
General Services	73	4	74	76	61	62	64	
Materials	61	26	51	52	29	50	50	
Maintenance	-	-	-	-	9	9	9	
Vehicle O&M	1	3	4	2	4	4	4	
Others (Development Incentives)	100	-	150	150	150	150	150	(2)
Total Expenditures (By Object)	988	656	1,197	1,198	1,160	1,226	1,276	
Net Revenue (Expenditures)	(938)	(473)	(1,127)	(1,128)	(1,090)	(1,156)	(1,206)	

Note:

- (1) Two additional Planner positions were added in 2024.
- (2) To be funded from the Downtown Development Reserve.



GENERAL FUND – Planning & Development

PLANNING & ENVIRONMENT DIVISION (HAF)

In April 2024, the Government of Canada announced the City of Yellowknife's successful application to the Housing Accelerator Fund (HAF). The intent of this funding is to remove barriers to encourage local initiatives related to long and medium term housing supply, affordability, and the planning for diverse and climate resilient communities. The Division will focus on completing the nine Action

Plan Initiatives funded through the HAF. These initiatives focus on infill development, intensification, disposal of city land, streamlining development processes, infrastructure planning, incentives and disincentives, and addressing parking within the city. Included are updates to the Community Plan, Zoning By-law and internal policy and process updates.

Planning & Environment (HAF) Budget	2023 Budget (\$000's)	2023 Actuals (\$000's)	2024 Budget (\$000's)	2024 Forecast (\$000's)	2025 Budget (\$000's)	2026 Budget (\$000's)	2027 Budget (\$000's)	Note
Revenue								
Grants	-	-	-	-	367	450	473	
Total Revenue	-	-	-	-	367	450	473	
Expenditures (By Object)								
Wages & Benefits	-	-	-	-	357	440	463	
General Services	-	-	-	-	10	10	10	
Total Expenditures (By Object)	-	-	-	-	367	450	473	
Net Revenue (Expenditures)	-	-	-	-	-	-	-	

GENERAL FUND – Planning & Development

LANDS & BUILDING SERVICES DIVISION

The Lands and Building Services Division manages the Land Administration By-law and the Building By-law. Land-related transactions, including purchases, sales, leases, agreements and coordination with territorial departments are administered. 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 Division is responsible for 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.

Lands & Building Services	2023 Budget (\$000's)	2023 Actuals (\$000's)	2024 Budget (\$000's)	2024 Forecast (\$000's)	2025 Budget (\$000's)	2026 Budget (\$000's)	2027 Budget (\$000's)	Note
Revenue								
User Charges	326	906	246	629	246	246	246	
Total Revenue	326	906	246	629	246	246	246	
Expenditures (By Object)								
Wages & Benefits	388	314	675	675	690	723	759	
General Services	8	2	8	7	108	123	8	(1)
Materials	12	8	3	3	5	5	5	
Maintenance	-	-	-	-	4	4	4	
Vehicle O&M	2	1	2	-	2	2	2	
Total Expenditures (By Object)	410	325	688	685	809	857	778	
Net Revenue (Expenditures)	(84)	581	(442)	(56)	(563)	(611)	(532)	

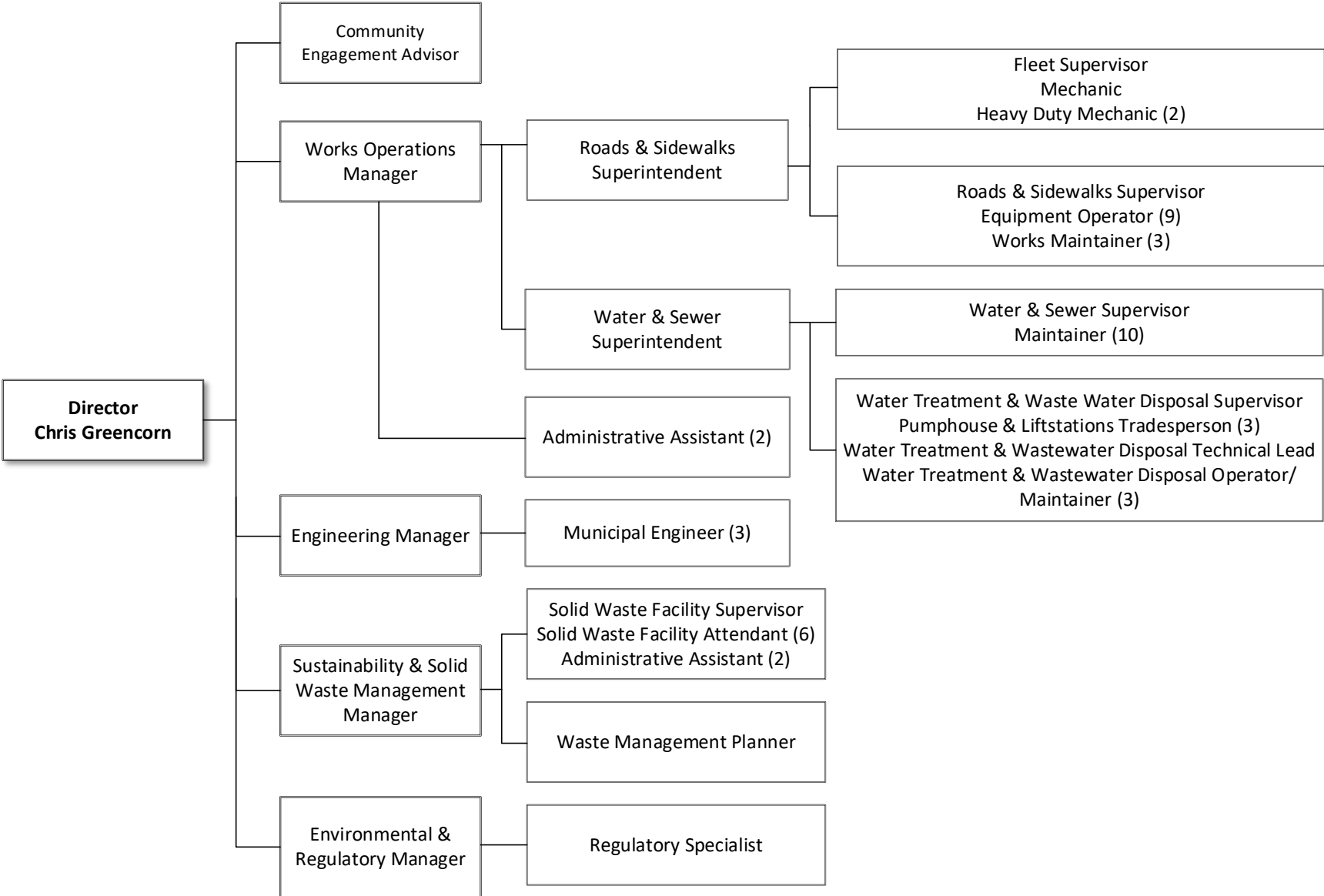
Note:

(1) The Budget includes \$100,000 in 2025 and \$110,000 in 2026 for the contracted costs to handle the workloads resulted from the staff shortage and leave, and to meet our service level standards.



GENERAL FUND – Public Works & Engineering

Department Staffing



GENERAL FUND – Public Works & Engineering

Staffing Summary

Staffing Summary	2023 Budget	2023 Actual	2024 Budget	2024 Forecast	2025 Budget	2026 Budget	2027 Budget	Note
Directorate	6.00	6.00	6.00	7.00	8.31	8.31	8.31	(1)
City Garage	4.46	4.46	4.00	4.00	4.00	4.00	4.00	
Roads & Sidewalks	16.33	16.33	16.33	16.33	16.22	16.23	16.23	
Environmental & Regulatory					3.00	3.00	3.00	(2), (3), (4)
Solid Waste Management	12.87	11.87	12.27	12.27	10.98	11.00	10.99	(4)
Water and Sewer	23.22	23.22	22.82	22.82	22.40	22.42	22.41	(4)
	62.88	61.88	61.41	62.41	64.91	64.96	64.94	
Permanent	59.00	58.00	58.00	59.00	60.00	60.00	59.99	
Part-time/Casual/Term	3.88	3.88	3.41	3.41	4.91	4.96	4.95	
	62.88	61.88	61.41	62.41	64.91	64.96	64.94	

Note:

- (1) A Community Engagement Advisor position was added in 2024. A Transportation Engineer position is recommended for 2025. Causal hours are recommended for 2025.
- (2) One of the Municipal Engineer positions has been re-profiled into the Regulatory Specialist in 2024.
- (3) An additional Regulatory Specialist position is recommended for 2025, to be cost-shared between Solid Waste Management Fund (SWF) and the Water and Sewer Fund (WSF).
- (4) A Manager, Environmental Monitoring and Compliance position was added in 2024, to be cost-shared between the Solid Waste Management Fund (SWF) and the Water and Sewer Fund (WSF).



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 four areas:

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

The Solid Waste Division carries out the operations of the municipal landfill and manages the waste collection for the City. The Division is also responsible for the implementation of the City's "Strategic Waste Management Strategy" that has a community waste diversion objective of 50% by 2030. This includes various initiatives from education to operational and cultural shifts in waste management throughout Yellowknife.

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. This division also manages the City's transit system.

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

The Environmental Impact and Regulatory Affairs Division is a newly established division within Public Works in 2023/2024. With the approval of the City's new 15-year Class A water licence, the City required dedicated staff and resources to address all monitoring, testing, record keeping, reporting and project management necessary to maintain compliance with regulatory requirements. This division is likely to expand throughout the course of the 15-year water licence.

GENERAL FUND – Public Works & Engineering

Public Works & Engineering Budget	2023 Budget (\$000's)	2023 Actuals (\$000's)	2024 Budget (\$000's)	2024 Forecast (\$000's)	2025 Budget (\$000's)	2026 Budget (\$000's)	2027 Budget (\$000's)	Note
Revenue								
User Charges	413	332	413	433	313	313	313	
Total Revenue	413	332	413	433	313	313	313	
Expenditures (By Division)								
Directorate	982	865	1,050	1,078	1,387	1,450	1,522	
City Garage (Fleet Management)	994	1,170	883	1,213	969	1,008	1,048	
Public Transit	2,974	3,017	3,009	3,066	3,344	3,394	3,499	
Roads & Sidewalks	4,128	3,953	4,406	4,439	4,640	4,777	4,925	
Environmental & Regulatory	-	-	-	-	36	37	37	
Total Expenditures (By Division)	9,078	9,005	9,348	9,796	10,376	10,666	11,031	
Net Revenue (Expenditures)	(8,665)	(8,673)	(8,935)	(9,363)	(10,063)	(10,353)	(10,718)	
Expenditure (by Object)								
Wages & Benefits	3,586	3,231	3,801	3,827	4,275	4,477	4,697	
General Services	3,313	3,359	3,399	3,484	3,744	3,801	3,918	
Materials	728	554	670	727	738	755	767	
Maintenance	5	12	5	5	45	45	46	
Utility -Fuel	69	42	65	50	64	65	68	
Utility -Power	978	908	986	1,204	979	979	979	
Vehicle -O&M	1,254	1,693	1,436	1,513	2,004	2,033	2,065	
Internal Recoveries	(855)	(794)	(1,014)	(1,014)	(1,473)	(1,489)	(1,509)	
Total Expenditures (By Object)	9,078	9,005	9,348	9,796	10,376	10,666	11,031	



GENERAL FUND – Public Works & Engineering

Public Works & Engineering Directorate Budget	2023 Budget (\$000's)	2023 Actuals (\$000's)	2024 Budget (\$000's)	2024 Forecast (\$000's)	2025 Budget (\$000's)	2026 Budget (\$000's)	2027 Budget (\$000's)	Note
Revenue								
Total Revenue	-	-	-	-	-	-	-	
Expenditures (By Object)								
Wages & Benefits	941	846	1,009	1,035	1,333	1,396	1,466	(1)
General Services	25	9	25	25	25	25	27	
Materials	12	7	12	16	14	14	14	
Maintenance	-	-	-	-	10	10	10	(2)
Vehicle O&M	4	3	4	2	5	5	5	
Total Expenditures (By Object)	982	865	1,050	1,078	1,387	1,450	1,522	
Net Revenue (Expenditures)	(982)	(865)	(1,050)	(1,078)	(1,387)	(1,450)	(1,522)	

Note:

- (1) A new Transportation Engineer position is recommended in 2025.
- (2) Software maintenance costs previously reported under the Information Technology Division.

GENERAL FUND – Public Works & Engineering

City Garage Budget	2023 Budget (\$000's)	2023 Actuals (\$000's)	2024 Budget (\$000's)	2024 Forecast (\$000's)	2025 Budget (\$000's)	2026 Budget (\$000's)	2027 Budget (\$000's)	Note
Revenue								
Total Revenue	-	-	-	-	-	-	-	
Expenditures (By Object)								
Wages & Benefits	615	432	612	612	625	656	690	
General Services	135	41	34	64	48	49	50	
Materials	85	145	83	100	113	116	117	
Utility -Fuel	69	42	65	50	64	65	68	
Utility -Power	53	37	53	64	51	51	51	
Vehicle O&M	892	1,267	1,050	1,337	1,541	1,560	1,581	
Internal Recoveries	(855)	(794)	(1,014)	(1,014)	(1,473)	(1,489)	(1,509)	(1)
Total Expenditures (By Object)	994	1,170	883	1,213	969	1,008	1,048	
Net Revenue (Expenditures)	(994)	(1,170)	(883)	(1,213)	(969)	(1,008)	(1,048)	

Note:

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



GENERAL FUND – Public Works & Engineering

Public Transit Budget	2023 Budget (\$000's)	2023 Actuals (\$000's)	2024 Budget (\$000's)	2024 Forecast (\$000's)	2025 Budget (\$000's)	2026 Budget (\$000's)	2027 Budget (\$000's)	Note
Revenue								
User Charges	313	290	313	333	213	213	213	
Total Revenue	313	290	313	333	213	213	213	
Expenditures (By Object)								
General Services	2,961	3,002	2,996	3,019	3,317	3,367	3,470	
Materials	8	3	8	42	22	22	23	
Maintenance	5	12	5	5	5	5	6	
Total Expenditures (By Object)	2,974	3,017	3,009	3,066	3,344	3,394	3,499	
Net Revenue (Expenditures)	(2,661)	(2,727)	(2,696)	(2,733)	(3,131)	(3,181)	(3,286)	

GENERAL FUND – Public Works & Engineering

Roads & Sidewalks Budget	2023 Budget (\$000's)	2023 Actuals (\$000's)	2024 Budget (\$000's)	2024 Forecast (\$000's)	2025 Budget (\$000's)	2026 Budget (\$000's)	2027 Budget (\$000's)	Note
Revenue								
User Charges	100	42	100	100	100	100	100	(1)
Total Revenue	100	42	100	100	100	100	100	
Expenditures (By Object)								
Wages & Benefits	2,030	1,953	2,180	2,180	2,317	2,425	2,541	
General Services	192	307	344	376	350	356	367	
Materials	623	399	567	569	558	571	581	
Maintenance	-	-	-	-	29	29	29	(2)
Utility -Power	925	871	933	1,140	928	928	928	
Vehicle O&M	358	423	382	174	458	468	479	
Total Expenditures (By Object)	4,128	3,953	4,406	4,439	4,640	4,777	4,925	
Net Revenue (Expenditures)	(4,028)	(3,911)	(4,306)	(4,339)	(4,540)	(4,677)	(4,825)	

Note:

- (1) Quarry revenues.
- (2) Software maintenance costs previously reported under the Information Technology Division.



GENERAL FUND – Public Works & Engineering

Environmental & Regulatory Budget	2023 Budget (\$000's)	2023 Actuals (\$000's)	2024 Budget (\$000's)	2024 Forecast (\$000's)	2025 Budget (\$000's)	2026 Budget (\$000's)	2027 Budget (\$000's)	Note
Revenue								
Total Revenue	-	-	-	-	-	-	-	
Expenditures (By Object)								
General Services	-	-	-	-	4	4	4	
Materials	-	-	-	-	31	32	32	
Maintenance	-	-	-	-	1	1	1	
Total Expenditures (By Object)	-	-	-	-	36	37	37	
Net Revenue (Expenditures)	-	-	-	-	(36)	(37)	(37)	

GENERAL FUND – Public Works & Engineering

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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	2023 Budget (\$000's)	2023 Actuals (\$000's)	2024 Budget (\$000's)	2024 Forecast (\$000's)	2025 Budget (\$000's)	2026 Budget (\$000's)	2027 Budget (\$000's)	Note
Revenue								
User Fees								
Solid Waste Levy	1,509	1,496	1,509	1,509	1,509	1,509	1,509	(1)
Tipping Fees	2,854	2,731	2,854	2,854	2,854	2,854	2,854	(1)
Sales of Recyclables	40	16	40	40	40	40	40	
Total Revenue	4,403	4,243	4,403	4,403	4,403	4,403	4,403	
Net Revenue	4,403	4,243	4,403	4,403	4,403	4,403	4,403	
Expenditures (By Object)								
Wages & Benefits	1,623	942	1,606	1,606	1,622	1,695	1,776	(2)
General Services	1,022	628	917	917	933	951	980	
Materials	65	22	68	68	87	89	91	
Maintenance	103	94	104	104	128	130	134	
Utility -Fuel	84	63	83	60	92	96	101	
Utility -Power	66	48	61	74	40	40	40	
Vehicle O&M & Fuel	101	99	136	94	129	130	132	
Site Restoration/Closure								
Annual Accrual	1,373	719	708	751	793	835	877	(3)
Amortization	1,117	1,535	1,597	1,597	1,683	1,683	1,683	
Total Expenditures	5,554	4,150	5,280	5,271	5,507	5,649	5,814	
Net Revenue (Expenditures)	(1,151)	93	(877)	(868)	(1,104)	(1,246)	(1,411)	

SOLID WASTE MANAGEMENT FUND

Solid Waste Management Fund	2023 Budget (\$000's)	2023 Actuals (\$000's)	2024 Budget (\$000's)	2024 Forecast (\$000's)	2025 Budget (\$000's)	2026 Budget (\$000's)	2027 Budget (\$000's)	Note
Interfund Transfers								
(To) From General Fund	(394)	(394)	(461)	(461)	(446)	(459)	(451)	(4)
Total Interfund Transfers	(394)	(394)	(461)	(461)	(446)	(459)	(451)	
Change in Fund Balance								
Before Reallocation of Expenses Related to Investment in Tangible Capital Assets	(1,545)	(301)	(1,338)	(1,329)	(1,550)	(1,705)	(1,862)	
Reallocation of Expenses Related to Investment in Tangible Capital Assets	1,117	1,535	1,597	1,597	1,683	1,683	1,683	
Change in Fund Balance	(428)	1,234	259	268	133	(22)	(179)	
Opening Balance	(8,373)	4,218	4,472	5,452	5,720	5,853	5,831	
Closing Balance	(8,801)	5,452	4,731	5,720	5,853	5,831	5,652	

Note:

- (1) Revenues are estimated based on no user fee increase for 2025 to 2027.
- (2) An additional Regulatory Specialist position is recommended in 2025, to be cost-shared between Solid Waste Management Fund and the Water & Sewer Fund.
- (3) Landfill closure and post-closure liability are subject to significant measurement uncertainty and changes in assumptions. Significant changes in landfill capacity will also impact the liability.
- (4) The administration fee transferred to the General Fund is based on the estimated cost of administrative services provided to the Solid Waste Management Fund.



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	2023 Budget	2023 Actuals	2024 Budget	2024 Fore- cast	2025 Budget	2026 Budget	2027 Budget	Note
	(\$000's)	(\$000's)	(\$000's)	(\$000's)	(\$000's)	(\$000's)	(\$000's)	
Revenue								
Government Grants	429	429	429	503	503	503	503	
User Charges								
Piped Water	8,868	8,710	8,945	9,219	9,420	9,748	10,088	(1)
Trucked Water	1,493	1,529	1,574	1,574	1,599	1,647	1,696	(1)
Other User Charges	115	68	117	127	137	140	143	(2)
Total Revenue	10,905	10,736	11,065	11,423	11,659	12,038	12,430	
Allocated to Capital	(1,000)	(1,000)	(2,000)	(2,000)	(2,000)	(2,000)	(2,000)	(3)
Net Revenue	9,905	9,736	9,065	9,423	9,659	10,038	10,430	
Expenditures (By Object)								
Wages & Benefits	3,096	2,803	3,290	3,290	3,458	3,617	3,790	(4)
General Services	2,762	2,342	2,895	2,860	3,226	3,277	3,387	(5)
Materials	429	521	424	514	434	443	457	
Utility -Fuel	901	511	847	600	627	639	667	
Utility -Power	1,478	1,431	1,530	1,876	2,552	2,608	2,666	
Vehicle O&M & Fuel	117	112	138	95	137	141	144	
Amortization	6,766	6,588	6,529	6,529	6,526	6,526	6,526	
Total Expenditures	15,549	14,308	15,653	15,764	16,960	17,251	17,637	
Net Revenue (Expenditures)	(5,644)	(4,572)	(6,588)	(6,341)	(7,301)	(7,213)	(7,207)	

WATER & SEWER FUND

Water & Sewer Fund	2023 Budget	2023 Actuals	2024 Budget	2024 Fore- cast	2025 Budget	2026 Budget	2027 Budget	Note
	(\$000's)	(\$000's)	(\$000's)	(\$000's)	(\$000's)	(\$000's)	(\$000's)	
Interfund Transfers								
(To) From General Fund	(1,200)	(1,200)	(1,170)	(1,170)	(1,104)	(1,138)	(1,172)	(6)
Total Interfund Transfers	(1,200)	(1,200)	(1,170)	(1,170)	(1,104)	(1,138)	(1,172)	
Change in Fund Balance								
Before Reallocation of Expenses Related to Investment in Tangible Capital Assets	(6,844)	(5,772)	(7,758)	(7,511)	(8,405)	(8,351)	(8,379)	
Reallocation of Expenses Related to Investment in Tangible Capital Assets	6,766	6,588	6,529	6,529	6,526	6,526	6,526	
Change in Fund Balance	(78)	816	(1,229)	(982)	(1,879)	(1,825)	(1,853)	
Opening Balance	4,150	4,101	4,328	4,917	3,935	2,056	231	
Closing Balance	4,072	4,917	3,099	3,935	2,056	231	(1,622)	

Note:

- (1) Revenues are estimated based on user fees increases of 2.6% per year from 2025 to 2027. The monthly infrastructure Replacement Levy per equivalent residential unit (ERU) will increase from \$16 to \$18.5 in 2025, \$21 in 2026 and \$23.5 in 2027. This levy is used to fund water & sewer infrastructures in the Capital Fund.
- (2) Utility penalties.
- (3) Annual transfer to the Capital Fund has increased from \$1M to \$2M since 2024.
- (4) An additional Regulatory Specialist position is recommended in 2025, to be cost-shared between the Solid Management Fund and the Water & Sewer Fund.
- (5) Water delivery and sewage pump out contracted costs.
- (6) 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.



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	2023 Budget (\$000's)	2023 Actuals (\$000's)	2024 Budget (\$000's)	2024 Forecast (\$000's)	2025 Budget (\$000's)	2026 Budget (\$000's)	2027 Budget (\$000's)	Note
Revenue								
User Charges								
Land Leases & Other Revenue	480	415	480	495	395	395	395	
Land Sales	1,958	2,419	1,500	2,065	1,032	2,381	931	(1)
Total Revenue	2,438	2,834	1,980	2,560	1,427	2,776	1,326	
Expenditures (By Activity)								
Land	789	724	426	447	437	445	454	(2)
Total Expenditures	789	724	426	447	437	445	454	
Net Revenue (Expenditure)	1,649	2,110	1,554	2,113	990	2,331	872	
Interfund Transfers								
(To) From General Fund	(540)	(540)	(818)	(818)	(742)	(764)	(787)	(3)
(To) From Capital Fund	(900)	(1,990)	(2,200)	(2,400)	-	(2,000)	-	(4)
Total Interfund Transfers	(1,440)	(2,530)	(3,018)	(3,218)	(742)	(2,764)	(787)	
Change in Fund Balance								
Before Reallocation of Expenses Related to Investment in Tangible Capital Assets	209	(420)	(1,464)	(1,105)	248	(433)	85	
Reallocation of Expenses Related to Investment in Tangible Capital Assets	-	-	-	-	-	-	-	
Change in Fund Balance	209	(420)	(1,464)	(1,105)	248	(433)	85	
Opening Balance	10,853	11,079	10,887	10,659	9,554	9,802	9,369	
Closing Balance	11,062	10,659	9,423	9,554	9,802	9,369	9,454	

Note:

- (1) Land sale estimates for 2025 through 2027 are based on anticipated sales of parcels in Engle Business District Phase 2 and infill lots to be brought to the market.
- (2) When land from the land inventory is resold, the costs of the land are 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 2025 are about \$4 million. The closing balance will be reduced when these allocations are spent.



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	2023 Budget (\$000's)	2023 Actuals (\$000's)	2024 Budget (\$000's)	2024 Forecast (\$000's)	2025 Budget (\$000's)	2026 Budget (\$000's)	2027 Budget (\$000's)	Note
Revenue								
User Charges								
Insurance Premium	1,210	1,212	1,210	1,210	1,541	1,849	2,157	(1)
Insurance Deductible	40	38	40	40	40	40	40	
Total Revenue	1,250	1,250	1,250	1,250	1,581	1,889	2,197	
Expenditures (By Object)								
Contracted Services	802	1,495	802	1,450	1,545	1,591	1,639	
Materials	125	122	125	125	125	125	125	
Labour & Equipment	323	335	323	323	300	309	318	(2)
Total Expenditures	1,250	1,952	1,250	1,898	1,970	2,025	2,082	
Net Revenue (Expenditure)	-	(702)	-	(648)	(389)	(136)	115	
Interfund Transfers								
Total Interfund Transfers	-	-	-	-	-	-	-	
Change in Fund Balance	-	(702)	-	(648)	(389)	(136)	115	
Opening Balance	1,556	1,417	1,421	715	67	(322)	(458)	
Closing Balance	1,556	715	1,421	67	(322)	(458)	(343)	

Note:

- (1) Revenues are estimated based on monthly user fee per equivalent residential unit (ERU) will increase from \$10 to \$12.5 in 2025, \$15 in 2026 and \$17.5 in 2027.
- (2) Labour and equipment are the internal charges from the Water and Sewer Fund.

SERVICE CONNECTION FAILURE ASSISTANCE FUND

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CAPITAL FUND

Capital Fund Summary	2023 Budget (\$000's)	2023 Actuals (\$000's)	2023 Carryforward (\$000's)	2024 Budget (\$000's)	2024 Forecast (\$000's)	2025 Budget (\$000's)	2026 Budget (\$000's)	2027 Budget (\$000's)	Note
Revenue									
Taxation	720	5,849	-	2,937	2,937	3,000	3,000	2,000	
Government Transfers									
Formula Funding	7,860	7,860	-	7,860	8,284	8,284	8,284	8,284	
Other Grants	36,180	23,754	-	11,946	16,210	25,887	12,149	5,876	
User Charges	3,094	3,101	-	4,243	4,444	4,909	5,302	5,695	
Total Revenue	47,854	40,564	-	26,986	31,875	42,080	28,735	21,855	
Expenditures									
Expenditures	67,885	40,372	62,467	23,466	47,770	38,772	49,404	16,675	
Carryforward Projects	4,390	-	-	31,545	-	13,560	-	-	
Total Expenditures	72,275	40,372	62,467	55,011	47,770	52,332	49,404	16,675	
Net Revenue (Expenditures)	(24,421)	192	(62,467)	(28,025)	(15,895)	(10,252)	(20,669)	5,180	
Debentures									
Debenture Interest	(694)	(693)	-	(616)	(616)	(541)	(458)	(373)	
Debt Principal Repayments	(2,253)	(2,253)	-	(2,280)	(2,280)	(2,360)	(2,441)	(2,526)	
Debenture Total	(2,947)	(2,946)	-	(2,896)	(2,896)	(2,901)	(2,899)	(2,899)	
Interfund Transfers									
To Reserve	(2,526)	(2,710)	-	(3,263)	(3,263)	(3,063)	(3,063)	(3,332)	
From Reserve	2,960	858	-	2,537	2,707	2,609	1,828	1,923	
(To) From Land Development Fund	900	1,990	-	2,200	2,400	-	2,000	-	
Total Interfund Transfers	1,334	138	-	1,474	1,844	(454)	765	(1,409)	
Change in Fund Balance	(26,034)	(2,616)	(62,467)	(29,447)	(16,947)	(13,607)	(22,803)	872	
Opening Balance	37,557	50,297	-	45,641	47,681	30,734	17,127	(5,676)	
Closing Balance	11,523	47,681	(62,467)	16,194	30,734	17,127	(5,676)	(4,804)	

CAPITAL FUND

Capital Financing	2023 Budget (\$000's)	2023 Actuals (\$000's)	2024 Budget (\$000's)	2024 Forecast (\$000's)	2025 Budget (\$000's)	2026 Budget (\$000's)	2027 Budget (\$000's)	Notes
Property Taxation								
Debt Principal	2,253	2,253	2,280	2,280	2,360	2,441	2,526	
Debt Interest	694	693	616	616	541	458	373	
Additional	(2,227)	2,903	41	41	99	101	(899)	
Total Property Taxation	720	5,849	2,937	2,937	3,000	3,000	2,000	
Formula Funding	7,860	7,860	7,860	8,284	8,284	8,284	8,284	
Grants								
Government of Canada								
Canada Community -Building Fund	19,471	12,327	3,548	10,958	11,220	5,926	3,926	
Disaster Mitigation & Adaption Fund	750	938	-	-	-	-	-	
Small Communities Fund	-	3,393	-	-	-	-	-	
Other Government of Canada Grants	-	572	-	-	1,740	1,657	1,634	
Total Government of Canada Grants	20,221	17,230	3,548	10,958	12,960	7,583	5,560	
Government of the NWT								
Community Public Infrastructure Fund	7,775	2,631	3,293	4,440	5,276	4,486	236	
Investing in Canada Infrastructure Program	8,104	3,791	4,695	402	7,571	-	-	
MACA Recreation Grant	80	80	80	80	80	80	80	
Other GNWT Grants	-	-	330	330	-	-	-	
Total Government of the NWT Grants	15,959	6,502	8,398	5,252	12,927	4,566	316	
Donations	-	22	-	-	-	-	-	
Total Grants	36,180	23,754	11,946	16,210	25,887	12,149	5,876	
User Charges								
Water & Sewer Allocation	1,000	1,000	2,000	2,000	2,000	2,000	2,000	
Water & Sewer Infrastructure Levy	2,094	2,101	2,243	2,444	2,909	3,302	3,695	
Total User Charges	3,094	3,101	4,243	4,444	4,909	5,302	5,695	



CAPITAL FUND

Capital Financing	2023 Budget (\$000's)	2023 Actuals (\$000's)	2024 Budget (\$000's)	2024 Forecast (\$000's)	2025 Budget (\$000's)	2026 Budget (\$000's)	2027 Budget (\$000's)	Notes
Interfund Transfers								
From Reserves								
Information Technology	327	503	440	440	295	304	440	
Major Community Facility	751	-	-	-	-	-	-	
Mobile Equipment Replacement	1,882	355	2,097	2,267	2,314	1,524	1,483	
Total Transfers from Reserve	2,960	858	2,537	2,707	2,609	1,828	1,923	
To Reserve								
Information Technology	(295)	(295)	(500)	(500)	(300)	(300)	(300)	
Mobile Equipment Replacement	(2,231)	(2,415)	(2,763)	(2,763)	(2,763)	(2,763)	(3,032)	
Total Transfers to Reserve	(2,526)	(2,710)	(3,263)	(3,263)	(3,063)	(3,063)	(3,332)	
From Land Development Fund								
To Capital Fund	900	1,990	2,200	2,400	-	2,000	-	
Total Interfund Transfers	1,334	138	1,474	1,844	(454)	765	(1,409)	
Total Capital Financing	49,188	40,702	28,460	33,719	41,626	29,500	20,446	

CAPITAL FUND

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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 Funding (\$000's)	Downtown Dev Reserve (\$000's)	IT Reserve (\$000's)	Mobile Equipment Replacement Reserve (\$000's)	User Fees (\$000's)
City Hall Retrofit	300	(300)	-	-	-	-	-	-	-
City of Yellowknife Dog Pound	550	(138)	-	-	(413)	-	-	-	-
Cooler Replacement Multiplex	675	-	-	-	(675)	-	-	-	-
Fire Division Engine 2 Restoration	60	(60)	-	-	-	-	-	-	-
Fire Hall Equipment	77	-	-	-	(77)	-	-	-	-
Firehall Renovations/ Expansion	2,309	(176)	-	-	(2,134)	-	-	-	-
Fleet Management	2,314	-	-	-	-	-	-	(2,314)	-
Fuel Tank Replacement Study YKCA/City Hall	100	(100)	-	-	-	-	-	-	-
Housing Accelerator Fund (HAF)	1,740	-	-	(1,740)	-	-	-	-	-
Information Technology Infrastructure Renewal	295	-	-	-	-	-	(295)	-	-
Lift Station #1 Replacement	15,900	(3,495)	(2,668)	(5,554)	-	-	-	-	(4,184)
New Landfill/ Landfill Expansion	4,500	-	(903)	(2,018)	(1,580)	-	-	-	-
Outdoor Recreation	233	-	-	-	(233)	-	-	-	-
Park Equipment Replacement	480	(400)	-	(80)	-	-	-	-	-
Patching Program	349	(349)	-	-	-	-	-	-	-
Paving Program	200	-	(200)	-	-	-	-	-	-
Stormwater Receiving Environment Study	50	(50)	-	-	-	-	-	-	-
Traffic Light Upgrades	165	-	-	-	(165)	-	-	-	-
Transportation Master Plan	300	(300)	-	-	-	-	-	-	-
WTP Flocculant Study & Work	50	-	-	-	-	-	-	-	(50)
Water & Sewer Infrastructure Failure and Business Continuity Planning	250	-	-	-	-	-	-	-	(250)
Water & Sewer Infrastructure Replacement	6,800	-	(6,800)	-	-	-	-	-	-
Water & Sewer Replacement - PAVING	600	-	(600)	-	-	-	-	-	-
Water Licence Projects - Solid Waste Management	225	-	-	-	-	-	-	-	(225)
Wetland Delineation & Great Slave Lake (GSL) Monitoring	250	-	(50)	-	-	-	-	-	(200)
Total Capital Projects	38,772	(5,368)	(11,221)	(9,392)	(5,277)	-	(295)	(2,314)	(4,909)

CAPITAL FUND – 2025 Capital Projects

Capital Projects	2023 Budget (\$000's)	2023 Actuals (\$000's)	2023 CarryForward (\$000's)	2024 Budget (\$000's)	2024 Forecast (\$000's)	2025 Budget (\$000's)	2026 Budget (\$000's)	2027 Budget (\$000's)	Note
Accessibility Audit/Implementation	595	935	1,342	-	445	-	400	300	
Aquatic Centre	43,057	26,499	30,830	3,588	34418	-	-	-	
Arbour Development Study	-	2	43	25	-	-	750	-	
Asset Mgmt - System Develop & Implementation	340	74	700	430	430	-	62	-	
Budget Management	-	-	25	-	25	-	-	-	
CEP Community Outreach	-	-	32	-	-	-	-	-	
CEP Energy Efficiency Fund	-	-	-	100	-	-	200	-	
CEP Interior LED Lighting	-	29	147	-	-	-	-	-	
City Hall Retrofit	-	15	159	300	31	300	-	-	
City of Yellowknife Dog Pound	-	-	-	-	-	550	-	-	
Cooler Replacement Multiplex	-	-	-	-	-	675	-	-	
CS Land Fund Capital Projects	-	234	1,666	-	-	-	-	-	
Curling Club Upgrades	615	151	614	-	704	-	-	-	
Development & Building Permit Automation	-	17	56	-	56	-	-	-	
Emergency Radio Infrastructure Renewal	-	-	-	450	450	-	-	-	
Fiddler's Lake Treatment System Projects	400	15	282	-	56	-	-	-	
Fieldhouse Floor Cover	405	76	329	-	329	-	-	-	
Fire Division Engine 2 Restoration	-	-	-	-	-	60	-	-	
Fire Hall Equipment	95	27	68	58	126	77	58	58	
Fire Hall Expansion/ Renovation	4,449	887	4,094	4,449	1866	2,309	5,000	5,000	
Fleet Management	1,882	1,137	3,563	2,097	2267	2,314	1,524	1,483	
FLTS Flow Calculation/Meter Installation	-	-	-	150	-	-	-	-	
Fuel Tank Replacement City Hall	-	-	-	-	-	-	325	-	
Fuel Tank Replacement Study YKCA/City Hall	-	-	-	-	-	100	545	-	
Fuel Tank Replacement YKCA	-	-	-	-	-	-	325	-	
Information Technology Infrastructure Renewal	327	358	-	440	440	295	304	440	
Lagoon Control Structure Replacement	-	4	-	-	-	-	-	-	
Lagoon Sludge Removal	2,800	20	5,008	2,800	100	-	2,800	-	
Land Fund Capital Projects	900	1,756	2,700	2,200	2400	-	2,000	-	
Land Surveying (Commissioners)	-	-	600	-	50	-	100	-	
Landfill Leachate Retention & Treatment	430	-	250	-	-	-	-	-	



CAPITAL FUND – 2025 Capital Projects

Capital Projects	2023	2023	2023	2024	2024	2025	2026	2027	Note
	Budget (\$000's)	Actuals (\$000's)	CarryForward (\$000's)	Budget (\$000's)	Forecast (\$000's)	Budget (\$000's)	Budget (\$000's)	Budget (\$000's)	
Lift Station #1 Replacement	3,260	321	3,389	500	500	15,900	23,500	2,600	
New Landfill/ Landfill Expansion	-	21	302	2,160	85	4,500	100	-	
Niven Lake Ravine Trail Sludge	-	-	-	300	-	-	-	-	
Outdoor Recreation	-	-	-	305	300	233	200	-	
Park Development	165	43	42	-	80	-	-	-	
Park Equipment Replacement	250	341	3	490	337	480	240	320	
Patching Program	330	177	153	338	325	349	359	370	
Paving Program	6,465	109	2,845	-	390	200	5,250	150	
Paving Program - ICIP	-	4,304	365	-	310	-	-	-	
PH#4 Water Truckfill Safety Project	-	7	-	-	-	-	-	-	
PHs- New Piping	-	14	-	-	-	-	-	-	
Planning & Dev. HAF Capital Expenses	-	-	-	-	-	1,740	1,657	1,634	
RIMP Building Structural Assessment	-	20	55	-	50	-	-	-	
RIMP Repurposing Phase One	-	-	-	-	-	-	200	-	
Site Restoration/Landfill Closure	-	-	-	75	75	-	-	-	
Solid Waster Management Plan Implementation	-	-	-	50	50	-	-	-	
Storm water Receiving Environment Study	-	-	-	-	-	50	200	150	
Submarine Line Contracted Costs	1,000	1,250	2,508	-	150	-	-	-	
Traffic Lights Video Detection Equipment	70	77	22	70	92	165	580	80	
Transfer Station & Cell Access Improvement	-	-	99	-	99	-	75	-	
Transportation Master Plan	-	-	-	-	-	300	-	-	
W&S Federal Funded - PAVING - ICIP	-	-	126	-	126	-	-	-	
Water & Sewer Infrastructure Failure & Business Continuity Planning	-	-	-	-	-	250	-	-	
Water & Sewer Infrastructure Replacement	-	174	-	100	100	6,800	150	3,500	
Water & Sewer Replacement - PAVING	-	480	-	-	-	600	2,050	100	
Water Licence - Solid Waste Mgmt.	50	-	50	150	203	225	150	175	
Water Treatment Plant Pellet Boiler	-	101	-	-	-	-	-	-	
Webcasting	-	108	-	-	-	-	-	-	
Weigh Out Station At SWF	-	10	-	1,650	60	-	-	-	
Wetland and GSL Monitoring	-	102	-	-	245	-	-	-	
Wetland Delineation & Great Slave Lake (GSL) Monitoring	-	-	-	80	-	250	300	315	
Wildland Fire Mitigation Emergency Measures	-	458	-	-	-	-	-	-	
Wireless Infrastructure	-	19	-	-	-	-	-	-	
WTP Flocculant Study & Work	-	-	-	111	-	50	-	-	
Total Capital Projects	67,885	40,372	62,467	23,466	47,770	38,772	49,404	16,675	

CAPITAL FUND – 2025 Capital Projects

Department CS Community Services **Division** City Hall
Project 56016570 City Hall Retrofit

Budget			
	2025	2026	2027
	\$	\$	\$
Expenditures	300,000		
Funding			
Formula Funding	300,000		
Total Funding	300,000		

Purpose

To address the required maintenance on the asset that is reaching 50 years of useful life, while also addressing other limitations such as space optimization, hazardous materials abatement and business continuity planning.

Project Details

City Hall was constructed in 1976 and is comprised of three (3) floors. Two floors are active working space for staff, while the third (top) floor is dedicated to mechanical systems for the building.

Over time, there has been significant growth in workloads, priorities and expectations of the municipal government since the original construction of City Hall. These workload indicators have required additional staff resources thus expanding the need for additional workspace. Each floor of the building has undergone various retrofits and upgrades to create office space for the various work units of the corporation. These changes to the building have affected heating and air handling systems that make the working environment difficult to balance. For example, one office equipped with a thermostat may be very warm, while the office next door is very cold. This results in staff using electric space heaters and other makeshift solutions that present other problems and safety concerns. There are also asbestos containing materials throughout the building that significantly complicates smaller interior upgrades.

The project also considers business continuity of city operations should an emergency occur. This means the replication of offsite information technology data servers as well as emergency operations center (EOC) considerations such as adequate space and storage for an EOC to function. A functional assessment and space optimization study will be completed in 2024 and was based on a building condition assessment as well as modern office space standards adopted by the Government of the Northwest Territories and other levels of government.



CAPITAL FUND – 2025 Capital Projects

Department CS Community Services
Project 56016570 City Hall Retrofit

Division City Hall

Tentative Project Schedule (subject to change)

- 2025 Complete planning, detailed design and tender phases.
- 2026 Complete replication of IT infrastructure, staff relocation and begin construction.
- 2027 Construction
- 2028 Construction (if necessary)

Operational Impact

Modernization to more efficient mechanical and electrical systems should lower annual operating costs.



CAPITAL FUND – 2025 Capital Projects

Department PS Public safety **Division** Municipal Enforcement
Project ME0004 City of Yellowknife Dog Pound

Budget			
	2025	2026	2027
	\$	\$	\$
Expenditures	550,000		
Funding			
Formula Funding	137,500		
Community Public Infrastructure Funding	415,500		
<i>Total Funding</i>	550,000		

Description

Purpose

It is safe to say that Yellowknife is a dog community. The City needs to revamp how dogs are impounded, cared for, and reunited with owners. Municipal Enforcement currently relies on private contractors for this service. Increased demands for the provision of this service with a long-time provider has led to end of that agreement, with another provider agreeing to temporarily take on the service. This is not a permanent solution and no bids for the service were received through the City's procurement process.

Project Details

A dog pound is a place where stray, lost, seized, abandoned or surrendered dogs are housed. The City currently has a partnership with a local service provider who indicated no capacity to take on the fully burdened service. The City released a request for proposals through our bids and tenders process to which no community interest was received. The Municipal Enforcement Division is recommending a City owned dog pound facility, similar to the Town of Inuvik. This facility could hold up to 16 dogs, while our current capacity with our contractor is a maximum of 2.

The number of dog related complaints, especially ones where a dog may need to be seized and impounded, have been increasing. In the 6 months from January to August, 2024, Municipal Enforcement received a total of 342 dog calls, with 26 being related to dog bites and attacks and 47 being related to dog neglect or cruelty. This is a considerable increase in service as the 3-year total from 2021 – 2023 was 311, with 28 dog bites or attack calls and 31 dog neglect or cruelty calls. By the end of 2024 we are projecting these numbers to increase even more. On average Municipal Enforcement impounds approximately 55 dogs per year. From January – August 2024, 43 dogs have already been impounded and we expect this number to exceed the yearly average. This anticipated increase is specifically due to the higher than normal dog attacks and dog neglect calls in the community. Increased dog complaints is one metric for a request for additional staff in Municipal Enforcement.

The City has land which could be allocated in the zoned area. The structure is prefabricated, shipped to and set up on site. Local contractors would be needed to assemble the building and finish the interior and install additional fencing. The operational care would be provided by the current and additional Municipal Enforcement staff and these duties would fall within job requirements.



CAPITAL FUND – 2025 Capital Projects

Department PS Public Safety
Project ME0004 City of Yellowknife Dog Pound

Division Municipal Enforcement

This facility is a worthwhile investment for the City. All revenue generated from the impoundment and release of dogs would be the City's, where currently the revenue is shared between the City and the service provider. From a business continuity perspective, the stand-alone facility also alleviates the risk of future potential termination of service agreements that was just experienced where the City searching for temporary solutions. Additionally, a facility of this type would also play a crucial role in dealing with dogs and other pets during a community emergency or evacuation.

Based on community research, it is estimated that in order to find a suitable service provider who owns and could operate a dog impound service, the cost the City is in excess of \$100,000 per year. Without adequate facilities Municipal Enforcement will be unable to impound any dogs, including those deemed vicious and involved in attacks. Without an appropriate facility, this situation produces a severe community public safety concern with increased public complaint and criticism.

Operational Impact

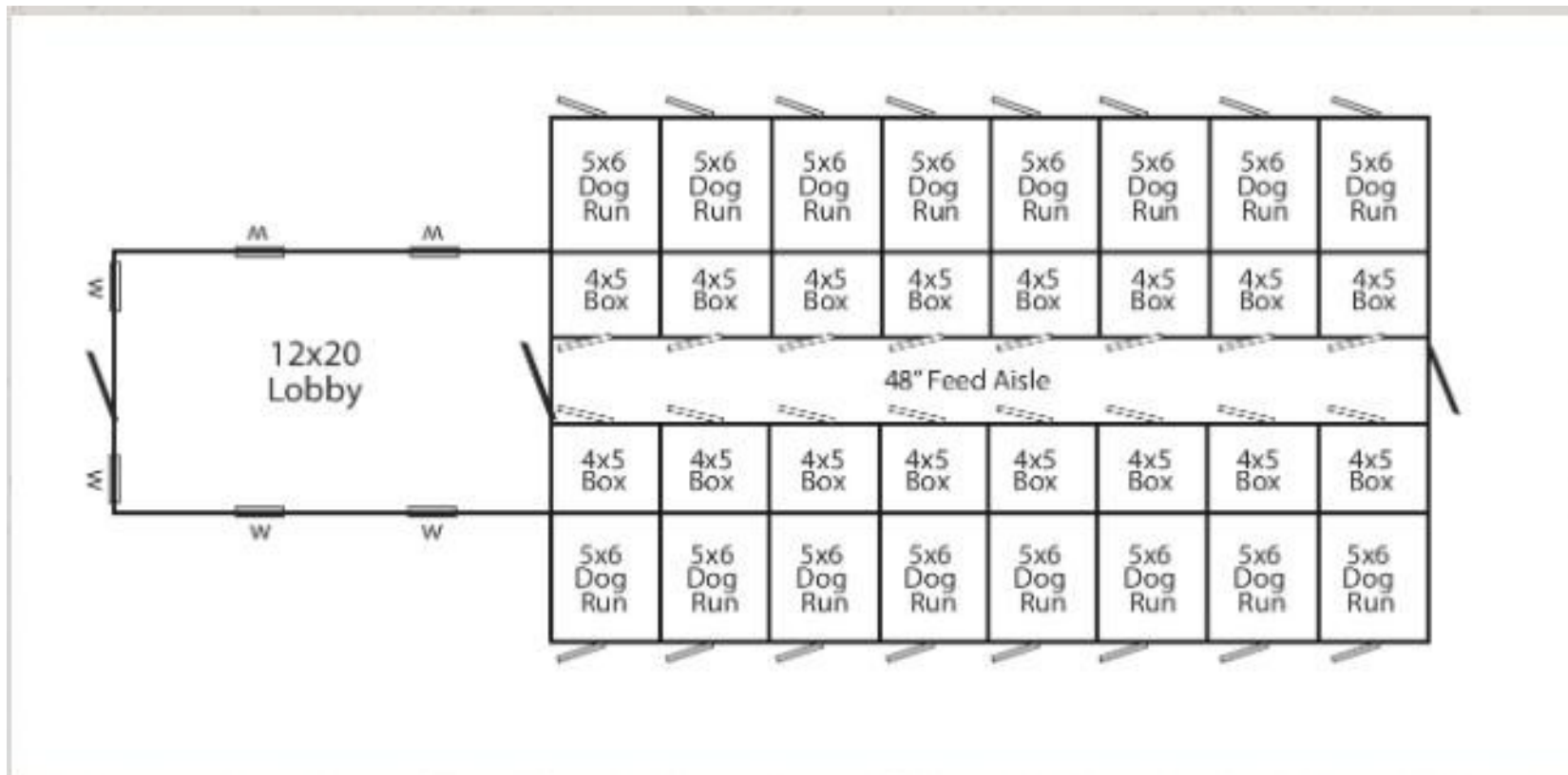
The estimated annual operating budget for heat, electricity, and pet care is \$45,000.



CAPITAL FUND – 2025 Capital Projects

Department PS Public Safety
 Project ME0004 City of Yellowknife Dog Pound

Division Municipal Enforcement



CAPITAL FUND – 2025 Capital Projects

Department Project CS Community Services
FC0036 Cooler Replacement Multiplex **Division** Multiplex

Budget			
	2025	2026	2027
	\$	\$	\$
Expenditures	675,000		
Funding			
Community Public Infrastructure Funding	675,000		
<i>Total Funding</i>	675,000		

Description

Purpose

The purpose of this project is to replace the aging evaporative cooler at the Multiplex with Adiabatic Cooler for Asset Management purposes.

Project Details

The aging evaporative cooler is the from the original ice plant installed when the facility was opened to the public in 2003. Although the ice plant has undergone a replacement, this particular component did not. As the cooler has aged there have been ongoing issues with failure which results in the system freezing up causing downtime for the ice plant, staff time and additional costs for contractors to address the issue. Extended down time during the ice season will result in the loss of ice on both the Shorty Brown and Ed Jeske arenas.

It is proposed that the current evaporative cooler, which has reached its life expectancy of 20 years, be replaced with a new modern adiabatic cooler to eliminate the threat of failure thus reducing additional staff and contractor hours. In addition to reducing these costs, the new cooler will operate at a much higher level of efficiency, reducing the amount of water required for cooling and increasing thermal efficiency by reclaiming more heat for the Eco-Chill system. The Eco-Chill system reclaims excess heat from the ice plant and generates low grade heat for the Multiplex and the Fieldhouse.

When considering the replacement of the evaporative cooler with a more modern unit there were many factors that were considered, however the most prevalent is efficiency. There are fewer moving parts which will eliminate items such as electric motor, fan belts, bearing, spray nozzles, water treatment chemicals and water pump thus reducing maintenance issues. Water will not be required below 20 degrees celsius therefore no chance of freeze up and other water related issues around leaks.

Operational Impact

The new adiabatic cooler will eliminate the chance of emergency freeze ups in the aging evaporative cooler. The new cooler will require less maintenance and eliminate the risk of failures during ice operations which could drastically impact the ice season.

CAPITAL FUND – 2025 Capital Projects

Department Project PS Public Safety
FD00018 Fire Division Engine 2 Restoration

Division Fire & Ambulance

		Budget		
		2025	2026	2027
		\$	\$	\$
Expenditures		60,000		
Funding				
	Formula Funding	60,000		
	Total Funding	60,000		

Purpose

The City of Yellowknife has an important part of our history that is in need of some repairs. Similar to the Bristol Freighter on display at the entrance to the City, the Fire Division has a historical piece of equipment, Engine 2, which requires repairs to restore the vehicle to operating condition so it may be a functional part of the rich history of the fire service in Yellowknife.

Project Details

Engine 2 was built for the Yellowknife Fire Division and placed into operations in October 1957, being retired from service in June of 1985. The fire truck served the City of Yellowknife for 28 years and has been with the Fire Division for the last 67 years. The Fire Division (Fire Department) was established in 1946, this vehicle has been part of this history for 2/3rd of the division's history.

This vehicle has not run in the last 10 years, and it is important that this vehicle be maintained and operational so that it may be used in parades, events, functions and special activities. It also has a further intangible value with creating pride in our fire service and the community. Without financial input the truck it will continue to slowly decay.

Operational Impact

In the first year, there will be no expected operational costs, until it is restored and operational to drive on the road. Annual service starting year two is estimated at \$5,000.00 per year.



CAPITAL FUND – 2025 Capital Projects

**Department
Project**

PS Public Safety
FD00018 Fire Division Engine 2 Restoration

Division

Fire & Ambulance



CAPITAL FUND – 2025 Capital Projects

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

Budget			
	2025	2026	2027
	\$	\$	\$
Expenditures	77,000	58,000	58,000
Funding			
Community Public Infrastructure Funding	77,000	58,000	58,000
<i>Total Funding</i>	77,000	58,000	58,000

Description

Purpose

To maintain the preparedness and response capacity for an all hazards approach to meet the Council approved Level of Service, key functional and reliable equipment is required to protect the safety of our residents and staff. Stewardship of physical resources is a core principle of Public Safety.

Project Details

Equipment for emergency services is maintained and replaced based on best practices for ownership and recommended manufacturer replacement time frames. In 2025, the Fire Division equipment asset and equipment replacement schedule would comprise the replacement of the rescue air bag system, and the addition of mechanical cardiopulmonary resuscitation (mCPR) devices.

Air lifting bags are extensively employed for use in vehicles, heavy equipment, heavy machinery, and confined space rescue incidents where traditional lifting methods are impractical. Situations when dealing with delicate or unstable structures are additional uses of the equipment.

Mechanical cardiopulmonary resuscitation (mCPR) devices provide automated chest compressions to sudden cardiac arrest victims. These devices are designed to provide high quality CPR to achieve the return of spontaneous circulation. High-quality CPR refers to delivering chest compressions to an unresponsive individual in order to provide perfusion to critical organs at a specific fraction, rate, compression depth. Continuously compressing a patient's chest can become physically exhausting for staff, and properly timing compressions can become mentally exhausting. Consequently, most rescuers can only deliver high-quality CPR for a few minutes at a time. mCPR devices offer compressions at a consistent fraction, rate, and depth increasing the viability of patients.



CAPITAL FUND – 2025 Capital Projects

Department PS Public Safety
Project 63007615 Fire Hall Equipment

Division Fire & Ambulance

Operational Impact

O&M cost on the first to second year ownership is negligible as new equipment carries warranty. Minor annual testing and certification costs is associated with the cost of ownership regardless of current or replacement equipment.



CAPITAL FUND – 2025 Capital Projects

Department Project PS Public Safety
63046570 Fire Hall Renovations/Expansion

Division Fire & Ambulance

Budget			
	2025	2026	2027
	\$	\$	\$
Expenditures	2,309,399	5,000,000	5,000,000
Funding			
Formula Funding	175,899	1,897,000	5,000,000
Community Public Infrastructure Funding	2,133,500	3,103,000	
<i>Total Funding</i>	2,309,399	5,000,000	5,000,000

Description

Purpose

In 2021, Council approved the renovation of and addition to the existing Fire Hall as the asset had reached the end of its life expectancy. As a result, it was in need of extensive renewal. This included additional square footage to accommodate existing and future operational and training requirements. The expansion and renovation was the most feasible and fiscally responsible approach for addressing requirements to improve the facility’s condition and its functionality. The expansion and renovation will allow the Fire Hall to accommodate current and future staffing levels, equipment required to meet the needs of the programs, and occupational health and safety that support the Council approved Fire Division Level of Service.

Project Details

In 2022, the City conducted a competitive bid process through procurement services to secure consulting services. The successful proponent awarded the contract provides project management and consultant scope with the delivery of a detailed design for the expansion and renovation of the Fire hall. The first phase of the project in 2022 and 2023 was to complete a detailed facility and site design, and review/refine the construction requirements, timeline, and projected cost for the construction phase of the project. The project was delayed in 2023 due to the impact of the wildfire event and evacuation. The consultant did undertake a review to determine potential cost savings within the scope of the project. The final design, specifications and tender documents have been received by the City.

From the presentation to Council on January 22, 2024, on Long Term Capital Planning, the cost of this project has exceeded the initial projected estimate based on changes in the economic landscape since the original estimate. On April 4, 2024, the consultant provided a Class 1 Estimate of probable cost, and the project is now expected to cost approximately \$21.2 million. The actual cost of the renovation and expansion will be realized through the competitive bid process.



CAPITAL FUND – 2025 Capital Projects

Department Project PS Public Safety
63046570 Fire Hall Renovations/Expansion

Division Fire & Ambulance

Operational Impact

The increase in size of the facility from existing contemplates an operational impact on heating and electrical costs. The exact impact of these costs are unknown as improvements and modernization in building envelopment and insulation, windows and doors, lighting systems, and heating/cooling systems may create negligible cost impacts of expansion to facility.



CAPITAL FUND – 2025 Capital Projects

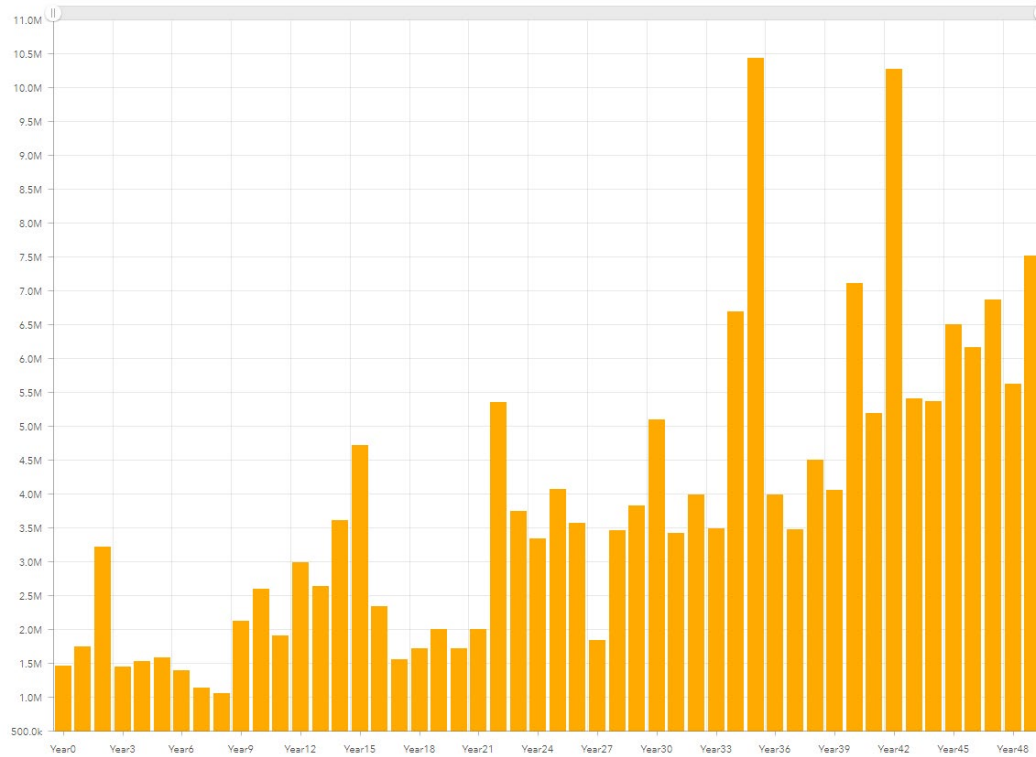
Department PW Public Works & Engineering
Project 71507801 Fleet Management

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 – 2025 Capital Projects

Department CS Community Services
Project FC0038 Fuel Tank Replacement Study
 YKCA/City Hall

Division Yellowknife Community Arena

Budget			
	2025	2026	2027
	\$	\$	\$
Expenditures	100,000	545,000	
Funding			
Formula Funding	100,000	545,000	
<i>Total Funding</i>	100,000	545,000	

Description

Purpose

The proposed project would include an engineering and an environmental assessment of the underground fuel tanks at the Community Arena and at City Hall. The study would be used to inform City Staff regarding the timing and methodology of replacing the tanks.

Project Details

In 2025 it is proposed to contract a qualified engineering firm to carry out an environment and engineering assessment on the current underground fuel tanks at the Community Arena and City Hall. There is no corporate knowledge on when the tanks were last replaced so in undertaking the view of asset management and due diligence it is necessary to address these two fuel tanks.

The assessment will evaluate the expected lifespan of the current fuel tanks and provide an engineering plan for their replacement including parameters for the timing of construction, determining the design, technical requirements and options for construction. It is essential that these assets be evaluated in a timely manner to ensure public and environmental safety are not compromised.

It is assumed that due to the age of the fuel tanks there will be the requirement for replacement in a timely manner. Funds have been identified in 2026 to carry out the work. However, if the assessment proves otherwise, the 2026 project will not proceed.

CAPITAL FUND – 2025 Capital Projects

Department Project PD Planning & Development
6506561 Housing Accelerator Fund (HAF) **Division** Housing Accelerator Fund

Budget			
	2025	2026	2027
	\$	\$	\$
Expenditures			
Infill	291,680	277,355	273,473
Density	149,201	142,122	140,204
Disposal	354,691	337,841	333,274
Development Process	570,156	543,069	535,728
Development Incentives & Disincentives	182,333	173,675	171,329
Parking Revision	99,467	94,748	93,469
Affordable Housing	92,586	88,190	87,000
<i>Total Expenditures</i>	1,740,114	1,657,000	1,634,477
Funding			
Other Grants	1,740,114	1,657,000	1,634,477
<i>Total Funding</i>	1,740,114	1,657,000	1,634,477

Description

Purpose
The City of Yellowknife was successful in securing Federal funding through Canadian Housing and Mortgage Corporation (CMHC) to fund the development of affordable, inclusive, equitable and climate-resilient housing. The HAF includes incentive funding, provided to assist the City in removing barriers and to encourage local initiatives to build more homes faster.

Incentive funding is to be used for prescribed uses, which fall under four categories:

1. Investments in Housing Accelerator Fund Action Plans
2. Investments in Affordable Housing
3. Investments in Housing-Related Infrastructure
4. Investments in Community-Related Infrastructure that Supports Housing



CAPITAL FUND – 2025 Capital Projects

Department PD Planning & Development
Project 6506561 Housing Accelerator Fund (HAF)

Division Housing Accelerator Fund

Project Details

An Action Plan was submitted by the City of Yellowknife and forms the basis of the programs to be completed from December 2023 to December 2027.

- The programs include the following and are required as outlined in the Federal Funding Agreement:
 - Housing Needs Assessment
 - Infill (Infill Development Promotion and Engagement)
 - Density (Allowing increased housing density – units, height)
 - Disposal (of City Owned Land Assets)
 - Development Process (Implementing a streamlined development process)
 - Development Incentives and Disincentives
 - Revised Parking Requirements (Items below are approved but not specifically funded through HAF)
 - Infrastructure Planning
 - Climate Mitigation and Adaptation

The Planning and Development Department will dedicate priority to these items over the next four years. The funding allocated for the specific projects above amounts to \$2,107,400.17 in each year.

The City of Yellowknife Land Developments that fall within the HAF scope include Infill and Density:

- Burwash Drive Con Road;
- School Dra;
- Niven Drive;
- Taylor Road;
- Gitzel Lots; and
- Niven Phase 8

The agreement was signed December 2023 for funding to 2027.

CAPITAL FUND – 2025 Capital Projects

Department Project GG General Government
44007600 Information Technology
Infrastructure Renewal

Division Information Technology

Budget			
	2025	2026	2027
	\$	\$	\$
Expenditures	295,000	304,000	440,000
Funding			
Reserves	295,000	304,000	440,000
Total Funding	295,000	304,000	440,000

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.

Project Details

The City's Information Technology infrastructure is essential for effective service delivery. This project will ensure consistent and reasonable investments in each of the four main categories of infrastructure in place at the City: servers and storage, network devices, printers and multifunction devices, and client hardware.

Servers and Storage

The City maintains physical and virtual servers to support a wide range of services to staff, citizens, and stakeholders. It also maintains a redundant file storage system to house and protect the City's burgeoning collection of data and documents that are essential to its day-to-day operations. This project will continue the City's planned and incremental investment in its server fleet and file storage infrastructure to help meet the growing requirements being placed on it.

The City's dependence on its server fleet intensifies with each activity that is automated. In addition to traditional financial applications, staff and stakeholders are adopting increasingly sophisticated solutions to meet diverse needs including emergency services dispatch, mapping, work management, elections, transit, permit processing, problem reporting, security cameras, building access, pellet boilers, solar panels, voice radio control, bulk water billing, and black/green cart management. To keep pace with these demands, the servers need to remain current and reliable.

Since the early 2000's, the Information Technology Division has adopted a virtualization strategy as a way to meet accelerating demands and provide the flexibility to quickly deploy additional servers as needs arise. Virtualization eliminates the cost of physical server hardware while maximizing the use of one physical device to host multiple virtual servers. However, there are limits to what can be accommodated using virtual



CAPITAL FUND – 2025 Capital Projects

Department Project	GG General Government 44007600 Information Technology Infrastructure Renewal	Division	Information Technology
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servers so while reduced, there is still a requirement to maintain physical servers for some applications and services. Continual replacement of physical servers to ensure the increased demands on memory and storage is critical. During the term of this budget, the Information Technology Division will use the allocated funds to grow the capacity of this environment, redeploy server equipment that is nearing the end of its life expectancy, and sustain a reasonable inventory of spare parts to ensure replacements are readily available when failures occur.

Network

The network that provides connectivity among the City's computers, laptops, servers, printers, cameras, mobile devices, telephones, traffic lights, SCADA monitors, and emergency voice radios is vital to the City's operations. Planned and incremental investment in this network is required so that it can continue to meet the increasing demands placed on it as functions throughout the organization turn to technology to streamline workloads and improve services.

The City's network employs Ethernet, leased and City-owned fiber, wireless, and microwave technologies to create connections among 15 sites. Within each site the network connects numerous devices, ensuring that staff, citizens, and stakeholders have consistent and reliable access to applications, data, printers, and the internet.

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

The City's SCADA network connects 23 network devices at lift stations and pumphouses to the City's infrastructure (Gallery 1).

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

In addition to connectivity, the network also plays a key role in protecting the City's Information Technology infrastructure and the corporate data assets stored within it (Gallery 2). The network's firewall and other protective mechanisms prevent unauthorized access attempts, and its spam filter rejects infected email and spam directed at the organization.

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

CAPITAL FUND – 2025 Capital Projects

Department Project	GG General Government 44007600 Information Technology Infrastructure Renewal	Division	Information Technology
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Printer and Multifunction Devices

The City maintains a fleet of printers and multifunction devices to meet the printing, scanning, and copying requirements of stakeholders. This project will continue the organization’s incremental approach to implementing and maintaining multifunction devices throughout the organization so that these requirements can be met in the most cost-effective manner possible.

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

Client (Staff) Hardware

This allocation will be used to renew and augment all client facing hardware components that require regular replacement in accordance with the City’s Information Technology Evergreen strategy. This includes widely deployed elements like workstations, laptops, tablets, cell phones, desk phones, monitors, and portable radios. As new staff are brought on board, new hardware adds to the growing inventory of computer equipment that must be supported. New operating systems (Windows 11) and office productivity software (M365) increase the need for more robust hardware to meet the requirement for more memory and processing power.

Operational Impact

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

Servers and Storage

When servers are appropriately matched to the work that needs to be done and sufficient disk space is available, services can be delivered more reliably and at a lower cost than when resources must be constantly manipulated and reallocated, often in response to failures. Without adequate investment, the organization will not be able to meet escalating server requirements or acquire much-needed additional storage, memory and processing capacity. In the short-term, this will negatively impact overall infrastructure performance and thus degrade service delivery to both internal and external clients, and over time it will lead to more frequent system outages and necessitate increased support efforts and costs. Data storage devices (SAN) are crucial for the storage of data and backups to enable quick recovery of services and information in the event of a catastrophic event.



CAPITAL FUND – 2025 Capital Projects

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

The City's network is vital to its operations and even short service interruptions have significant impacts on service delivery and employee productivity. It will be more cost effective – and present a lower risk to the City – to replace and enhance this equipment in a planned and orderly fashion rather than to experience problems that require excessive troubleshooting and repair or failures that create service outages. Lack of appropriately scaled and timed investment will negatively impact on the City's ability to sustain its network and will put the organization at risk of a long term outage while replacement equipment is sourced. Over time, there may be increasingly frequent service disruptions when equipment fails. These failures will interrupt many aspects of City operations, and potentially jeopardize the health and safety of staff, citizens, and visitors.

Printers and Multifunction Devices

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

Client Hardware

Staff all across the organization rely on technology to complete their work and deliver programs and services. Appropriately maintaining client facing hardware components minimizes downtime and enables effective services for both staff and stakeholders. This will reduce troubleshooting and support efforts as replacements are completed in a planned and scheduled manner to minimize operational impact.

CAPITAL FUND – 2025 Capital Projects

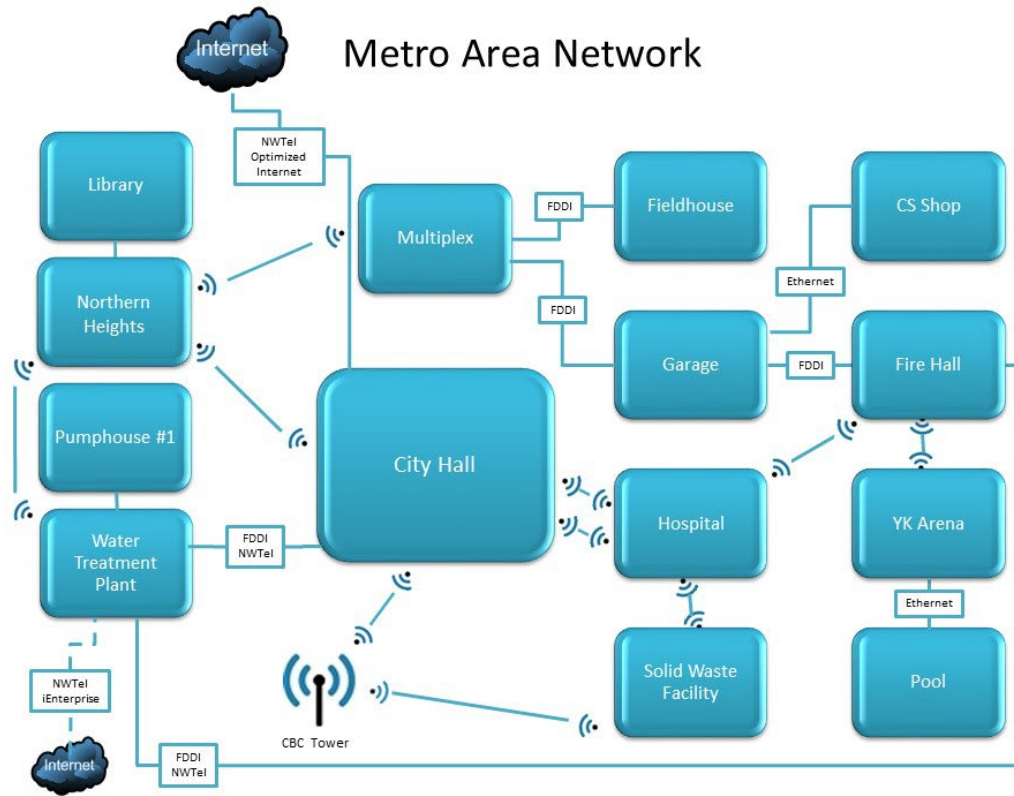
Department Project

GG General Government
44007600 Information Technology
Infrastructure Renewal

Division

Information Technology

Gallery



Gallery 1: Metro Area Network



Department
Project

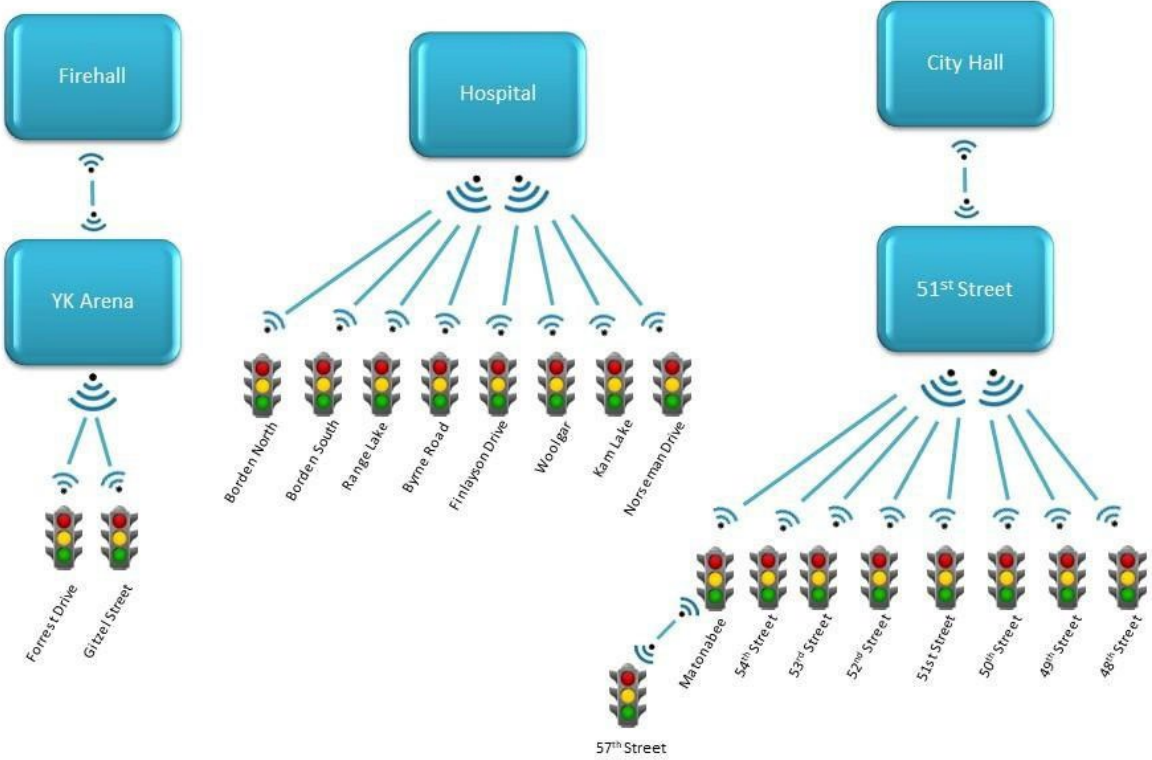
GG General Government
44007600 Information Technology
Infrastructure Renewal

Division

Information Technology

Gallery

Traffic Light Network



Gallery 2: Traffic Light Network

CAPITAL FUND – 2025 Capital Projects

Department Project

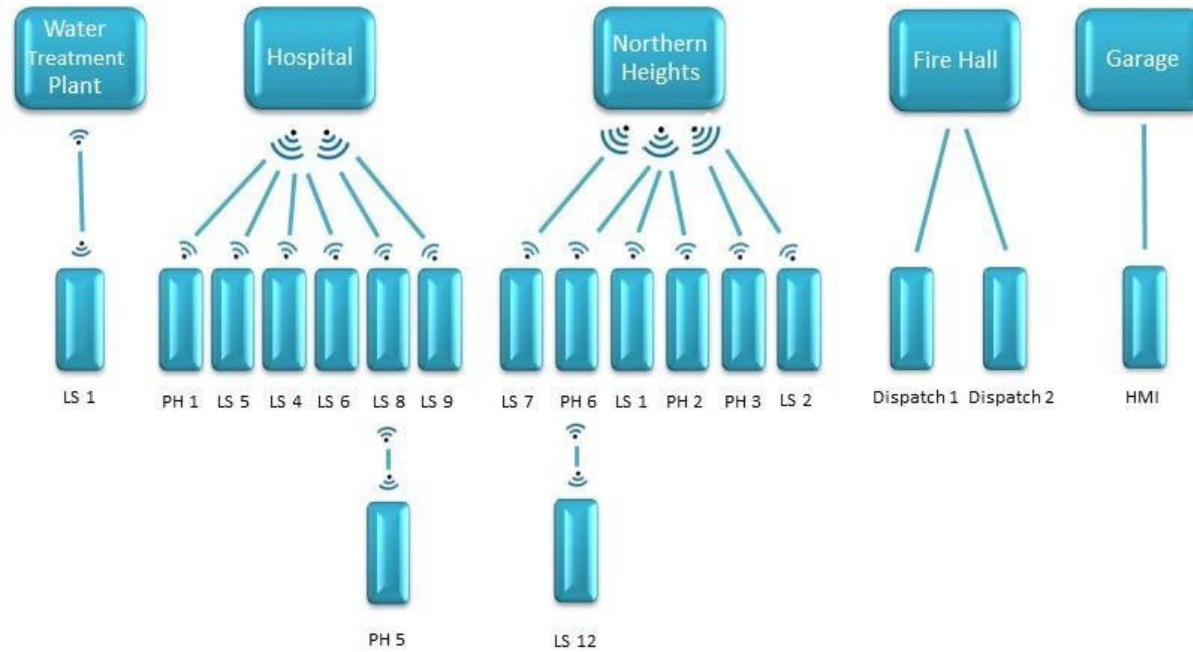
GG General Government
44007600 Information Technology
Infrastructure Renewal

Division

Information Technology

Gallery

SCADA Network



Gallery 3: SCADA Network



CAPITAL FUND – 2025 Capital Projects

Department Project PW Public Works & Engineering
93106270 Lift Station #1 Replacement

Division Water & Sewer

Budget			
	2025	2026	2027
	\$	\$	\$
Expenditures	15,900,000	23,500,000	2,600,000
Funding			
Formula Funding	3,494,759	21,122,388	
Canada Community-Building Fund	3,667,871		39,750
Other Grants	5,553,807		
User Fees	4,183,563	2,377,612	2,560,250
<i>Total Funding</i>	15,900,000	23,500,000	200,000

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.

Project Details

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 forcemain 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. This approach will allow the existing lift station to continue to operate while the new construction occurs, with the existing LS1 being 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.

It was also determined that the recent addition of several multi-family developments in the LS1 catchment area have increased the demand on LS1, making the project an essential asset replacement.

CAPITAL FUND – 2025 Capital Projects

Department PW Public Works & Engineering
Project 93106270 Lift Station #1 Replacement

Division Water & Sewer

The design of LS1 was completed in 2024 and subsequently tendered. Bids for this project came in significantly higher than the estimate provided by the Consultant. The estimate for the project was \$15M, and bids came in over \$40M. Discussions with the consultant indicated similar projects in other areas were also coming in significantly higher than expected.

The City is currently looking into federal funding that can be used for this project in order to minimize the overall impact on the capital budget.

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 – 2025 Capital Projects

Department Project PW Public Works & Engineering
80036570 New Landfill / Landfill Expansion

Division Solid Waste

Budget			
	2025	2026	2027
	\$	\$	\$
Expenditures	4,500,000	100,000	
Funding			
Canada Community-Building Fund	902,500		
Other Grants	2,017,500		
Community Public Infrastructure Funding	1,580,000	100,000	
Total Funding	4,500,000	100,000	

Purpose

To design and construct a second-generation landfill cell (cell 3) at the Solid Waste Facility to accommodate for the city's future waste.

Project Details

In 2011, the first second-generation landfill cell was built in the quarry adjacent to the old landfill site at the Solid Waste Facility (SWF). The cell includes a leachate collection system which consists of a liner system overlaid with collection pipes which direct liquids to a sump pit located in a maintenance hole. It was anticipated that the cell would hold approximately five years' worth of baled waste. The design and construction of the cell took close to two years to complete due to the unique circumstances around building a landfill in an active quarry. A second cell was built in 2016 adjacent to the first with an anticipated lifespan of seven years.

The third cell (cell 3) is now needed to ensure that the City of Yellowknife has sufficient space to accommodate future waste. Recent analysis of airspace and elevation anticipates that the existing Municipal Solid Waste (MSW) cells will be fully depleted in early 2027. Lateral expansion into cell C will need to occur before this deadline in order to optimize operations.

The City has been working on a sequencing plan that will guide planning and operations until the closure of the MSW cells. This work included the design for cell 3, including preparation of the site where the cell will be constructed. The 2025 Budget allocation is for the construction of cell 3 and includes, but is not limited to, rock blasting and removal, drainage and road work, liner installation, and leachate collection system installation.

CAPITAL FUND – 2025 Capital Projects

Department Project	PW Public Works & Engineering 80036570 New Landfill / Landfill Expansion	Division	Solid Waste
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Water Licence Requirements

There are two (2) areas of the City's Water Licence that this project falls under:

- Revision of SWF Management and Operation & Maintenance Plan; and
- Construction of a new facility to hold waste.

The requirement to update SWF Management and Operation and Maintenance Plans ensures that any operational changes due to the construction of cell 3 are captured in the appropriate documents. The revised Plans are then submitted, reviewed and approved, a process which can take up to six (6) months.

The Construction section, Schedule 2, item 1 of the Water Licence, that the construction of a new landfill cell falls under, requires the submission of a Design and Construction Plan, as well as Design Drawings a minimum of 90 days prior to the commencement of construction. It is anticipated that the submission of this plan will occur in December 2024, prior to tendering of the construction contract.

Operational Impact

The design and construction of cell 3 works toward proactive planning of how airspace for MSW is to be managed on site. The design and ultimate construction allow for better strategy as to how material is handled and processed resulting in a more effective use of operational budgets.



CAPITAL FUND – 2025 Capital Projects

Department Project CS Community Services
FC0032 Outdoor Recreation

Division Parks & Trails

Budget			
	2025	2026	2027
	\$	\$	\$
Expenditures	233,000	200,000	
Funding			
Other Grants		80,000	
Community Public Infrastructure Funding	233,000	120,000	
<i>Total Funding</i>	233,000	200,000	

Purpose	Description
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Outdoor recreation projects will see the installation of equipment and materials to ensure that the City's parks are maintained to a high standard of safety, demonstrate effective and efficient use of resources and provide the community with a variety of activities to promote and enhance a healthy and active lifestyle.

Project Details

In 2025 it is proposed that green space adjacent to the Fritz Theil ball diamonds be upgraded to a standard such that the field can be added to the inventory of rentable spaces for the community. Specifically, the turf will be improved with the addition of topsoil to allow for proper grading to ensure drainage; safety concerns will be addressed to eliminate rutting and pot holes; irrigation will be installed to ensure the field is maintained in an efficient and effective manner; and, soccer goals and netting will be installed.

The popularity of soccer is surging in Canada and Yellowknife is no exception. Currently the City has two fields that are available for the public and organizations to rent. The field adjacent to St. Joseph school is owned and maintained by the City. This provides the City will full control of maintenance and bookings. The other field located at Range Lake North Field is owned by the School District, maintained and rented for use by the City under a Joint Use Agreement. The popularity of soccer is detrimental to the turf due to high use and a short growing season. Once the snow is off the fields there is a high demand for both casual and rentable time. On the City owned field access is easier to control compared to the field owned by the School District. This causes an ongoing maintenance issue detrimental to quality turf.

By improving the field at Fritz Theil, the City will be adding an additional field for the seasonal rental period which will assist in alleviating ongoing maintenance issues and spread the use around to three fields.

CAPITAL FUND – 2025 Capital Projects

Department CS Community Services
Project FC0032 Outdoor Recreation

Division Parks & Trails

Operational Impact

There will be additional staff time required to maintain the field to a standard such that it remains in a safe and usable condition throughout the spring and summer season. The addition of an irrigation system will ensure that operations are carried out effectively.

There will be a positive effect to the park's revenue stream due to additional rentals on the field.



CAPITAL FUND – 2025 Capital Projects

Department CS Community Services
Project 53116570 Park Equipment Replacement

Division Parks & Trails

Operational Impact

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



CAPITAL FUND – 2025 Capital Projects

Department Project PW Public Works & Engineering
 RS0003 Patching Program

Division Roads & Sidewalks

Budget			
	2025	2026	2027
	\$	\$	\$
Expenditures	348,649	359,108	369,882
Funding			
Formula Funding	348,649	359,108	369,882
<i>Total Funding</i>	348,649	359,108	369,882

Purpose	Description
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To maintain serviceability standards of city streets and sidewalks.

Project Details

The annual patching program identifies and repairs sections of road and sidewalks to extend the life expectancy of the street and ensure it maintains adequate serviceability standards.

Often the serviceability and life expectancy of a street can be greatly improved by fixing small, localized issues as they arise and before they become too problematic.

Work completed under the annual patching program includes:

- Pavement Patches,
- Curb and Sidewalk replacement,
- Asphalt Overlays, and
- Catch Basin and Manhole Adjustments.

Operational Impact

Repairing sections of road and sidewalks reduces ongoing operational maintenance costs.

CAPITAL FUND – 2025 Capital Projects

Department Project PW Public Works & Engineering
76156570 Paving Program

Division Roads & Sidewalks

		Budget		
		2025	2026	2027
		\$	\$	\$
Expenditures		200,000	5,250,000	150,000
Funding				
Canada Community-Building Fund		200,000	5,250,000	150,000
<i>Total Funding</i>		200,000	5,250,000	150,000

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.

Project Details

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. 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.

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

Considerations when determining areas of reconstruction include:

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



CAPITAL FUND – 2025 Capital Projects

Department Project PW Public Works & Engineering
76156570 Paving Program

Division Roads & Sidewalks

Tentative Paving Plan is moving to an alternating schedule with water and sewer infrastructure replacement occurring one year and paving activities the next. 2025 and 2027 will focus on design work, with 2026 currently planning for the reconstruction of Franklin Avenue between 44 Street and 41 Street (Franklin Hill).

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 – 2025 Capital Projects

Department Project PW Public Works & Engineering
WS0022 Stormwater Receiving Environment Study

Division Water & Sewer

Budget			
	2025	2026	2027
	\$	\$	\$
Expenditures	50,000	200,000	150,000
Funding			
Formula Funding	50,000	200,000	
User Fees			150,000
<i>Total Funding</i>	50,000	200,000	150,000

Purpose Description

To investigate the receiving water bodies of the City's stormwater, as recommended by the Stormwater Trend Analysis, which forms part of the City's Water Licence requirements.

Project Details

The Stormwater Trend Analysis was completed in 2024 and includes a recommendation to investigate the water bodies receiving stormwater in order to determine the effect of stormwater on the receiving environments.

This project will entail a multi-year investigation of the impact of stormwater on the receiving water bodies. This includes sampling of multiple lakes including, but not limited to Great Slave Lake (Yellowknife Bay and Back Bay), Grace Lake, and Kam Lake. Multiple sampling locations may be required in each body of water, and they will need to be sampled multiple times each year. The resulting information will then be analyzed in relation to the data from the Stormwater Trend Analysis to determine the impacts of stormwater on the receiving environment. A final report on the data and analysis would then be completed.

Operational Impact

The outcome of the study may result in additional stormwater sampling locations, which will have an impact on staff time and resources.



CAPITAL FUND – 2025 Capital Projects

Department Project PW Public Works & Engineering
73807611 Traffic Light Upgrades

Division Roads & Sidewalks

Budget			
	2025	2026	2027
	\$	\$	\$
Expenditures			
	70,000		
Balancing Difference	95,000	580,000	80,000
<i>Total Expenditures</i>	165,000	580,000	80,000
Funding			
Community Public Infrastructure Funding	165,000	580,000	80,000
<i>Total Funding</i>	165,000	580,000	80,000

Purpose

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

Project Details

There are 19 intersections that rely on traffic lights for reliable vehicular flow, and 10 signalized crosswalks that provide safer pedestrian crossings. With the completion of the installation of traffic cameras at all signalized intersections in 2024, this project will look at additional upgrades to traffic lights and signalized crosswalks to ensure acceptable performance levels.

The project schedule for this project is as follows:

Project Schedule

2025	Replacement of traffic light poles at 52 Street and Franklin Avenue
	Replacement of signalized crosswalks near Ecole St. Joseph School and NJ MacPherson School on range Lake Road
2026	Implementation of AI Systems for traffic light coordination (including upgrades to traffic light components, such as cameras, at multiple intersections)
2027	Annual replacement of traffic light components in alignment with asset management principles

Operational Impact

CAPITAL FUND – 2025 Capital Projects

Department PW Public Works & Engineering
Project 73807611 Traffic Light Upgrades

Division Roads & Sidewalks

Completing upgrades to traffic lights and signalized pedestrian crosswalks on a schedule that aligns with asset management principles will ensure that repairs are being done in a proactive manner.



CAPITAL FUND – 2025 Capital Projects

Department Project PW Public Works & Engineering
PW0002 Transportation Master Plan

Division Directorate & Engineering

Budget			
	2025	2026	2027
	\$	\$	\$
Expenditures	300,000		
Funding			
Formula Funding	300,000		
Total Funding	300,000		

Purpose

To develop a comprehensive transportation planning document that incorporates or ties into other municipal strategies such as the Community Plan.

Project Details

Many municipalities in Canada have developed Transportation Master Plans (TMP) that incorporate several planning initiatives that help inform future development within the municipality and where to focus strategic capital investments.

The City of Yellowknife is seeking to develop a TMP that includes but is not limited to the following:

- Active transportation improvements and future planning of Active Transportation (AT) infrastructure.
- On-going research into public transit improvements.
- Traffic light modernization and optimization.
- Traffic calming methods for various areas of the City.
- Revision of City Standards to incorporate improvements to existing standards.

The City is also conducting a review of the Community Plan concurrently with the TMP. These two plans will be intricately linked and complimentary documents that are essential when planning future growth of Yellowknife.

Operational Impact

The Transportation Master Plan itself will have no direct operational impact. However, any accompanying implementation plans may have both operational and capital cost impacts that will need to be assessed on an individual basis.

CAPITAL FUND – 2025 Capital Projects

Department Project PW Public Works & Engineering
WS0021 Water & Sewer Infrastructure Failure and Business Continuity Planning

Division Water & Sewer

		Budget		
		2025	2026	2027
		\$	\$	\$
Expenditures		250,000		
Funding				
	User Fees	250,000		
	<i>Total Funding</i>	250,000		

Purpose

To develop a Business Continuity Plan to ensure essential water and sewer service is available during emergencies.

Project Details

This study will look at the City's water and sewer system to determine points in the system where redundancies, upgrades, and or focused maintenance are required in order to maintain water and sewer service during emergencies.

Over the last few years, the City's water and sewer infrastructure has been taxed when required to provide service during emergencies. This was particularly noticeable during the 2023 wildfires when the draw from sprinkler systems used on the fuel breaks caused pressure and flow issues throughout the city. In order to ensure the City is able to provide adequate water and sewer service during emergencies, the system needs to be reviewed and areas where improvement is required identified.

Operational Impact

Potential operational impacts for this project are unknown. Additional maintenance on some areas of the system may be required.



CAPITAL FUND – 2025 Capital Projects

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

Division Water & Sewer

Budget			
	2025	2026	2027
	\$	\$	\$
Expenditures			
Water and Sewer Upgrades	2,000,000		
Balancing Difference	4,800,000	150,000	3,500,000
<i>Total Expenditures</i>	6,800,000	150,000	3,500,000
Funding			
Canada Community-Building Fund	6,800,000		3,500,000
User Fees		150,000	
<i>Total Funding</i>	6,800,000	150,000	3,500,000

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

Project Details

The City's water and sewer infrastructure requires monitoring and maintenance to ensure the system functions as expected. When maintenance on a section of the infrastructure becomes prohibitive due to numerous failures, it becomes time to upgrade/replace this section.

The materials in use for the water and sewer underground infrastructure can have a lift expectancy of up to 50 years. However, prevailing ground conditions and permafrost presence can impact the life span of any pipe installation.

Considerations when determining areas of reconstruction include:

- Condition and age of asset
- Recurring maintenance costs
- Priority level of roadway
- Number of impacted residents and services

The following are currently included in the annual Water & Sewer Infrastructure Replacement plans:

- Replacement of ductile iron sewer mains in poor condition, with ductile iron pipe
- Replacement of concrete sewer manholes

CAPITAL FUND – 2025 Capital Projects

Department Project	PW Public Works & Engineering 96156570 Water & Sewer Infrastructure Replacement	Division	Water & Sewer
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- Replacement of existing cast iron water mains, and/or insulated ductile iron water mains in poor condition, with appropriately sized insulated ductile iron pipe
- Replacement of in-line hydrants, valves with hydrants, and valves located in insulated concrete vaults with manhole access
- Replacement of individual lot water and sewer services were deemed necessary
- Road stabilization and reconstruction with appropriate methods
- Completion of the project with concrete sidewalks and a paved roadway

The Water and Sewer Infrastructure Replacement Program is moving to an alternating annual schedule with the Paving Program, with water and sewer infrastructure replacement occurring one year and paving activities the next. The 2025 Water and Sewer Infrastructure Replacement Program includes reconstruction of Mandeville Drive and the area near the Racquet Club bordered by 49A Ave, 41 St., 49 Ave, 42 Street and Franklin Avenue.

Operational Impact

Aging infrastructure has an operational cost of between 2% and 4% of replacement costs. Replacing this infrastructure will allow the department to focus operational and maintenance activities in other areas of the water and sewer systems.

This project is consistent with good Asset Management principles.



CAPITAL FUND – 2025 Capital Projects

Department Project PW Public Works & Engineering
 96156572 Water & Sewer Replacement – Paving **Division** Water & Sewer

Budget			
	2025	2026	2027
	\$	\$	\$
Expenditures	600,000	2,050,000	100,000
Funding			
Formula Funding		2,050,000	2,000
Canada Community-Building Fund	600,000		
Community Public Infrastructure Funding			98,000
<i>Total Funding</i>	600,000	2,050,000	100,000

Purpose

To replace asphalt, concrete and other appurtenances on city streets following upgrades to underground water, sewer and storm infrastructure.

Project Details

This project restores streets following water and sewer infrastructure upgrades. As part of this work, an evaluation of the street is done against current City Standards to determine if upgrades, such as addition of curb and gutter, sidewalk, or multi-use trail, are appropriate.

This work coincides with work completed under the Annual Paving Program to best utilize consultants and contractors.

Operational Impact

Restoration of roadways following water and sewer upgrades provides improved roadways and allows the department to focus operational and maintenance activities on other roadways.

CAPITAL FUND – 2025 Capital Projects

Department Project PW Public Works & Engineering
80126571 Water Licence Projects – Solid Waste Management

Division Solid Waste

Budget			
	2025	2026	2027
	\$	\$	\$
Expenditures			
Hydrogeological Study & Groundwater Trend Analysis	150,000	100,000	150,000
Landfill Gas Assessment	75,000	50,000	25,000
<i>Total Expenditures</i>	225,000	150,000	175,000
Funding			
User Fees	225,000	150,000	175,000
<i>Total Funding</i>	225,000	150,000	175,000

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, 2027. 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 – 2025 Capital Projects

Department Project PW Public Works & Engineering
80126571 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, 2027. 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.

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 – 2025 Capital Projects

Department	PW Public Works & Engineering	Division	Solid Waste
Project	80126571 Water Licence Projects – Solid Waste Management		

Operational Impact

These projects will require City Staff to follow up with and implement the recommendations from the various studies. These recommendations may result in further regulatory requirements that require additional resources such as staff, equipment, and funding.



CAPITAL FUND – 2025 Capital Projects

Department PW Public Works & Engineering
Project WS0018 Wetland Delineation & Great Slave Lake (GSL) Monitoring
Division Water & Sewer

Budget			
	2025	2026	2027
	\$	\$	\$
Expenditures	250,000	300,000	315,000
Funding			
Canada Community-Building Fund	50,000		236,250
User Fees	200,000	300,000	78,750
<i>Total Funding</i>	250,000	300,000	315,000

Purpose	Description
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To meet the requirements for studies and management plans as set out in the City’s new Water Licence that was issued on May 31, 2022.

Background

The City’s new Water Licence requires numerous studies and plans to be completed prior to the expiry of the licence on May 30, 2037. The Wetland Delineation Study Report and Great Slave Lake Monitoring Program are two projects that are interconnected. The Wetland Delineation was completed between 2022 and 2024 to determine whether there were any additional flow paths between the wetlands the City’s sewage effluent travels through and Great Slave Lake. The results of this study are then fed into the Great Slave Lake Monitoring Program.

The Great Slave Lake Monitoring Program consists of three main activities:

1. Investigation of the effluent plume extents in Great Slave Lake,
2. Design of the Monitoring Plan, and
3. Implementation of the Monitoring Plan and Reporting.

The City is current completing the first activity, investigation of the effluent plume, in order to determine how best to meet the requirements of the Great Slave Lake Monitoring Program Design Plan, the requirements of which are outlined in Schedule 3, Part F, Item 3, of the Water Licence and are shown below.

CAPITAL FUND – 2025 Capital Projects

Department	PW Public Works & Engineering	Division	Water & Sewer
Project	WS0018 Wetland Delineation & Great Slave Lake (GSL) Monitoring		

Great Slave Monitoring Program Design Plan:

- a) Objectives and purpose of the Great Slave Lake Monitoring Program;
 - i. A summary of previous monitoring and how it informed the revised design plan;
 - ii. Details of the sampling design, including a description of the areas to be monitored;
 - iii. Maps showing all proposed sampling locations; and
- b) Rationale for locations, including:
 - i. how reference locations were selected;
 - ii. information from the Wetland Delineation Study such as outflow location(s) to Great Slave Lake; and
 - iii. spatial extent compared to zone of influence from Fiddler's Lake Treatment System (FLTS) effluent.
- c) A summary of how the proposed study addresses the recommendations from past monitoring program(s);
- d) A description of the sampling and analysis to be conducted:
 - i. Field measurements;
 - ii. Analytical parameters;
 - iii. Sample media;
 - iv. Sampling methods; and
 - v. Quality assurance and quality control procedures.
- e) A description of procedures to analyze and interpret data collected; and
- f) A description of how the Great Slave Lake Monitoring Program will be incorporated into the Surveillance Network Program annexed to this Licence.
- g) Once the Monitoring Program Design is approved, it will then be implemented in order to meet the requirements of Schedule 3, Part F, Item 6i), Great Slave Lake Monitoring Program Report, which is part of the Fiddler's Lake Adaptive Management Plan.
- h) The Great Slave Lake Monitoring Plan Report as outlined in the Water Licence, requires the following:
 - i. Great Slave Lake Monitoring Program Report
 - ii. A summary of activities conducted under the Great Slave Lake Monitoring Prom from the preceding three years of monitoring;
 - iii. A plain language summary and interpretation of major results;
 - iv. An accurate description of the monitoring locations and any SNP station used for evaluation of data;
 - v. Tabular summaries of all data (including Excel format) and information generated under the Great Slave Lake Monitoring Program;
 - vi. An interpretation of the results, including an evaluation of spatial effects in Great Slave Lake from the Fiddler's Lake Treatment System;
 - vii. 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;
 - viii. A comparison of results to action levels as defined in the Fiddler's Lake Treatment System Adaptive Management Plan;
 - ix. Recommendations, with rationale, for changes to the Great Slave Lake Monitoring Program; and
 - x. Any other information specified in the approved Great Slave Lake Monitoring Program Design Plan.



CAPITAL FUND – 2025 Capital Projects

Department PW Public Works & Engineering
Project WS0018 Wetland Delineation & Great Slave Lake (GSL)
Monitoring

Division Water & Sewer

This is a multi-year project requiring a significant amount of work to collect the necessary data to meet the requirements of the City's Water Licence.

Operational Impact

The operational impact is currently unknown and will depend heavily on the recommendations outlined in the two studies. These recommendations may include additional equipment, additional sampling requirements, and increased in annual operating costs.

CAPITAL FUND – 2025 Capital Projects

Department Project PW Public Works & Engineering
WS0019 WTP Flocculant Study & Work

Division Water & Sewer

Budget			
	2025	2026	2027
	\$	\$	\$
Expenditures	50,000		
Funding			
User Fees	50,000		
Total Funding	50,000		

Purpose Description

To meet the requirements for studies and management plans as set out in the City’s new water licence that was issued on May 31, 2022.

Project Details

The City’s new water licence requires numerous studies and plans to be completed prior to the expiry of the licence on May 30, 2037. The Flocculant Optimization Study is due to be submitted to the Land and Water Board on October 1, 2025.

Schedule 3 condition 13(j) of the new water licence outlines the requirements of the Flocculant Optimization Study.

- j) Results and recommendations of a Flocculant Optimization Study, including but not limited to:
 - i. Clarification of current treatment products, frequency of dosing, and waste residuals;
 - ii. Strategies to reduce need for aluminum-based coagulant based on the results of the Flocculant Optimization Study;
 - iii. Information on alternate flocculants to generate a better-quality sludge;
 - iv. Current and planned use of aluminum-based or other coagulants at the Water Treatment Plant; v. Recommendations for Water Treatment Plant residual management, including optimizing solids content in thickened sludge, and waste minimization methods in accordance with the Board’s Water and Effluent Quality Management Policy (2011); and
 - v. Responses to recommendations made and timelines for implementation.

Operational Impact

The operational impact is currently unknown and will depend heavily on the recommendations outlined in the study.



CAPITAL FUND – 2026 Capital Projects

Capital Projects	2026 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	400	(400)	-	-	-	-	-	-	-
Arbour Development	750	(750)	-	-	-	-	-	-	-
Asset Mgmt - System Develop & Implementation	62	(62)	-	-	-	-	-	-	-
Community Energy Program	200	-	(200)	-	-	-	-	-	-
Fire Hall Equipment	58	-	-	-	(58)	-	-	-	-
Firehall Renovations/ Expansion	5,000	(1,897)	-	-	(3,103)	-	-	-	-
Fleet Management	1,524	-	-	-	-	-	(1,524)	-	-
Fuel Tank Replacement City Hall	325	-	-	-	(325)	-	-	-	-
Fuel Tank Replacement Study YKCA/City Hall	545	(545)	-	-	-	-	-	-	-
Fuel Tank Replacement YKCA	325	(325)	-	-	-	-	-	-	-
Housing Accelerator Fund (HAF)	1,657	-	-	(1,657)	-	-	-	-	-
Information Technology Infrastructure Renewal	304	-	-	-	-	(304)	-	-	-
Lagoon Sludge Removal	2,800	-	(476)	-	-	-	-	(2,324)	-
Land Fund Capital Projects	2,000	-	-	-	-	-	-	-	(2,000)
Land Surveying (Commissioners)	100	(100)	-	-	-	-	-	-	-
Lift Station #1 Replacement	23,500	(21,122)	-	-	-	-	-	(2,378)	-
New Landfill/ Landfill Expansion	100	-	-	-	(100)	-	-	-	-
Outdoor Recreation	200	-	-	(80)	(120)	-	-	-	-
Park Equipment Replacement	240	(240)	-	-	-	-	-	-	-
Patching Program	359	(359)	-	-	-	-	-	-	-
Paving Program	5,250	-	(5,250)	-	-	-	-	-	-
RIMP Repurposing Phase One	200	-	-	-	(200)	-	-	-	-
SWF Transfer Station Upgrades	75	(75)	-	-	-	-	-	-	-
Stormwater Receiving Environment Study	200	(200)	-	-	-	-	-	-	-
Traffic Light Upgrades	580	-	-	-	(580)	-	-	-	-
Water & Sewer Infrastructure Replacement	150	-	-	-	-	-	-	(150)	-
Water & Sewer Replacement - PAVING	2,050	(2,050)	-	-	-	-	-	-	-
Water Licence Projects - Solid Waste Management	150	-	-	-	-	-	-	(150)	-
Wetland Delineation & Great Slave Lake (GSL) Monitoring	300	-	-	-	-	-	-	(300)	-
Total Capital Projects	49,404	(28,125)	(5,926)	(1,737)	(4,486)	(304)	(1,524)	(5,302)	(2,000)

CAPITAL FUND – 2026 Capital Projects

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CAPITAL FUND – 2027 Capital Projects

Capital Projects	2027 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)
Accessibility Implementation	300	(300)	-	-	-	-	-	-
Fire Hall Equipment	58	-	-	-	(58)	-	-	-
Firehall Renovations/ Expansion	5,000	(5,000)	-	-	-	-	-	-
Fleet Management	1,483	-	-	-	-	-	(1,483)	-
Housing Accelerator Fund (HAF)	1,634	-	-	(1,634)	-	-	-	-
Information Technology Infrastructure Renewal	440	-	-	-	-	(440)	-	-
Lift Station #1 Replacement	2,600	-	(40)	-	-	-	-	(2,560)
Park Equipment Replacement	320	(240)	-	(80)	-	-	-	-
Patching Program	370	(370)	-	-	-	-	-	-
Paving Program	150	-	(150)	-	-	-	-	-
Stormwater Receiving Environment Study	150	-	-	-	-	-	-	(150)
Traffic Light Upgrades	80	-	-	-	(80)	-	-	-
Water & Sewer Infrastructure Replacement	3,500	-	(3,500)	-	-	-	-	-
Water & Sewer Replacement - PAVING	100	(2)	-	-	(98)	-	-	-
Water Licence Projects - Solid Waste Management	175	-	-	-	-	-	-	(175)
Wetland Delineation & Great Slave Lake (GSL) Monitoring	315	-	(236)	-	-	-	-	(79)
Total Capital Projects	16,675	(5,912)	(3,926)	(1,714)	(236)	(440)	(1,483)	(2,964)

CAPITAL FUND – 2027 Capital Projects

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RESERVE FUND

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

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

Reserve Fund	2023 Budget (\$000's)	2023 Actuals (000's)	2024 Budget (\$000's)	2024 Forecast (\$000's)	2025 Budget (000's)	2026 Budget (000's)	2027 Budget (000's)	Note
Downtown Development Reserve								
Opening Balance	995	731	719	812	747	622	497	
(To) General Fund	(200)	(200)	(250)	(250)	(250)	(250)	(250)	(1)
From General Fund	113	281	150	185	125	125	125	(2)
Closing Balance	908	812	619	747	622	497	372	
Information Technology Reserve								
Opening Balance	1,573	1,797	1,567	1,589	1,649	1,654	1,650	
(To) Capital Fund	(327)	(503)	(440)	(440)	(295)	(304)	(440)	
From Capital Fund	295	295	500	500	300	300	300	
Closing Balance	1,541	1,589	1,627	1,649	1,654	1,650	1,510	
Mobile Equipment Replacement Reserve								
Opening Balance	3,475	3,654	1,967	5,714	6,210	6,659	7,898	
(To) Capital Fund	(1,882)	(355)	(2,097)	(2,267)	(2,314)	(1,524)	(1,483)	
From Capital Fund	2,231	2,415	2,763	2,763	2,763	2,763	3,032	
Closing Balance	3,824	5,714	2,633	6,210	6,659	7,898	9,447	
Major Community Facility Reserve								
Opening Balance	851	847	907	934	994	1,054	1,114	
(To) Capital Fund	(751)	-	-	-	-	-	-	(3)
From General Fund	87	87	60	60	60	60	60	
Closing Balance	187	934	967	994	1,054	1,114	1,174	

RESERVE FUND

Reserve Fund	2023 Budget (\$000's)	2023 Actuals (000's)	2024 Budget (\$000's)	2024 Forecast (\$000's)	2025 Budget (000's)	2026 Budget (000's)	2027 Budget (000's)	Note
Heritage Reserve								
Opening Balance	141	174	174	174	174	174	174	
Closing Balance	141	174	174	174	174	174	174	
Samuel Colley Library Donation Reserve								
Opening Balance	431	434	446	444	453	462	471	
From General Fund	2	10	9	9	9	9	9	
Closing Balance	433	444	455	453	462	471	480	
Revitalization Initiative Reserve								
Opening Balance	-	2,416	2,416	2,275	2,275	2,275	2,275	
(To) Capital Fund	-	(141)	-	-	-	-	-	
Closing Balance	-	2,275	2,416	2,275	2,275	2,275	2,275	
Community Grant Reserve								
Opening Balance	25	68	40	68	28	28	28	
(To) General Fund	-	-	-	(40)	-	-	-	(4)
Closing Balance	25	68	40	28	28	28	28	
Total Reserves	7,059	12,010	8,931	12,530	12,928	14,107	15,460	
Reserve Opening Balance	7,491	10,121	8,236	12,010	12,530	12,928	14,107	
Total Transfers	(432)	1,889	695	520	398	1,179	1,353	
Reserve Closing Balance	7,059	12,010	8,931	12,530	12,928	14,107	15,460	

Note:

- (1) \$100,000 to fund the Downtown Clean-up Program and \$150,000 to fund the development initiatives.
- (2) 25% of parking meter revenue is transferred to the Downtown Development Reserve.
- (3) To fund the Aquatic Centre.
- (4) In 2024, the total approved grants \$508,000 exceeded budget \$468,000 by \$40,000, which is funded by a transfer of \$40,000 from the Community Grant Reserve, as per Council Motion #0050-24.



LONG-TERM DEBT

	2023 Budget (\$000)	2023 Actual (\$000)	2024 Budget (\$000)	2024 Forecast (\$000)	2025 Budget (\$000)	2026 Budget (\$000)	2027 Budget (\$000)
Outstanding Long-term Debt							
Opening Balance	19,987	19,984	17,731	17,731	15,451	13,091	10,650
Capital Fund Debt Repaid	(2,253)	(2,252)	(2,280)	(2,280)	(2,360)	(2,441)	(2,526)
Closing Balance	17,734	17,731	15,451	15,451	13,091	10,650	8,124
Comprised of							
General Capital	17,734	17,731	15,454	15,451	13,091	10,650	8,124
	17,734	17,731	15,454	15,451	13,091	10,650	8,124

LONG-TERM DEBT

	2023 Budget (\$000)	2023 Actual (\$000)	2024 Budget (\$000)	2024 Forecast (\$000)	2025 Budget (\$000)	2026 Budget (\$000)	2027 Budget (\$000)
General Capital							
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%.	7,000	7,001	5,527	5,528	4,009	2,442	826
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%.	1,118	1,117	895	894	661	421	172
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%.	317	314	254	251	186	118	47
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.	9,299	9,299	8,778	8,778	8,235	7,669	7,079
	17,734	17,731	15,454	15,451	13,091	10,650	8,124



LONG-TERM DEBT

Principal Payments and Interest Expenditures

		2023 Budget (\$000)	2023 Actual (\$000)	2024 Budget (\$000)	2024 Forecast (\$000)	2025 Budget (\$000)	2026 Estimated (\$000)	2027 Estimated (\$000)	2028 Estimated (\$000)	2029 & Thereafter Projected (\$000)	Total From 2025 Onwards (\$000)
General											
Debtenture#239 Refinancing	Principal	49	49	-	-	-	-	-	-	-	-
	Interest	-	-	-	-	-	-	-	-	-	-
		49	49	-	-	-	-	-	-	-	-
Water Treatment Plant \$20 million	Principal	1,428	1,428	1,473	1,473	1,519	1,567	1,616	827	-	5,529
	Interest	238	238	193	193	150	102	53	7	-	312
		1,666	1,666	1,666	1,666	1,669	1,669	1,669	834	-	5,841
Water Treatment Plant \$3 million	Principal	215	215	223	223	233	240	249	171	-	893
	Interest	46	45	37	37	29	20	11	2	-	62
		261	260	260	260	262	260	260	173	-	955
Water Treatment Plant \$0.839 million	Principal	60	60	63	63	65	68	71	49	-	253
	Interest	14	14	11	11	9	6	3	1	-	19
		74	74	74	74	74	74	74	50	-	272
Aquatic Centre \$10 million	Principal	500	500	521	521	543	566	590	615	6,464	8,778
	Interest	396	396	375	375	353	330	306	281	1,226	2,496
		896	896	896	896	896	896	896	896	7,690	11,274
Total	Principal	2,252	2,252	2,280	2,280	2,360	2,441	2,526	1,662	6,464	15,453
	Interest	694	693	616	616	541	458	373	291	1,226	2,889
		2,946	2,945	2,896	2,896	2,901	2,899	2,899	1,953	7,690	18,342

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)
2023	171,368	74,403	96,965	21,421	55,528	-34,107
2024	168,347	71,593	96,754	21,043	55,528	-34,485
2025	175,924	43,762	132,162	21,991	37,042	-15,051
2026	189,046	40,791	148,255	23,631	36,045	-12,414
2027	195,128	37,735	157,393	24,391	36,066	-11,675

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 (2025-2034)

The 10-Year Capital Plan (“Plan”) reflects the capital expenditures that the City is forecasting for the period 2025-2034. The plan identifies the investments that will be required to maintain infrastructure, address environmental issues, and manage 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 2025, 2026 and 2027 capital expenditures are based on the draft budgeted expenditures as outlined in this budget document. 2028 – 2034 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 subdivisions and infill of existing 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 \$8.3 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 \$5.9 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 \$4.5 million annually for the next ten years.



INFRASTRUCTURE INVESTMENT

The City plans to invest close to \$268.8 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 \$55 million by 2034

– for unexpected or unbudgeted costs. These amounts are based on currently-available asset data, and may be subject to change. However, it is forecasted that the City will have negative fund balances of about \$5.7 million in 2026 and \$4.8 million in 2027 due to substantial increase in estimated costs for Fire hall renovations and expansion and the replacement of Lift Station #1. .

TEN-YEAR CAPITAL PLAN

TEN-YEAR CAPITAL PLAN	2025 To 2027 Budget										2025 to 2034	
	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	10-Year Total
Planned Expenditures (\$000):												
General Government	1,320	295	366	440	600	600	600	600	600	600	600	5,301
Others	430		62		100	100	100	100	100	100	100	762
IT Reserve	890	295	304	440	500	500	500	500	500	500	500	4,539
Public Safety	4,507	2,996	5,058	5,058	400	400	400	400	400	400	400	15,912
Safety/Safety Equipment	58	137	58	58								253
Firehall Renovations / Expansion	4,449	2,309	5,000	5,000								12,309
City of Yellowknife Dog Pound		550										550
Community Services	4,708	1,788	2,985	620	2,500	3,000	2,000	2,000	2,000	2,000	2,000	20,893
Aquatic Centre	3,588											0
RIMP Repurposing			200		2,500	3,000						5,700
Fuel Tank Replacement Study & Replacement		100	1,195									1,295
Cooler Replacement Multiplex		675										675
Outdoor Recreation	305	233	200									433
Parks	490	480	240	320								1,040
City Hall Retrofit	300	300										300
Community Services Others	25		1,150	300								1,450
Public Works	10,631	31,953	37,037	8,923	12,204	16,456	11,831	10,989	10,187	31,011	31,299	201,890
Water & Sewer Capital Replacement	100	7,400	2,200	3,600	1,194	4,366	1,267	4,632	1,344	4,914	1,426	32,343
Other Water & Sewer Projects	3,441	600	3,300	465	782	3,160	1,600	1,168	150	2,000	2,000	15,225
Submarine Water Supply Line					1,000	1,000	1,000	1,000	1,000	20,000	20,000	45,000
Liftstation Upgrades / Replacement	500	15,900	23,500	2,600	300	300	300	300	300	300	300	44,100
Roads & Sidewalks	408	714	6,189	600	4,634	668	4,945	740	5,280	761	5,602	30,134
Transportation Master Plan		300										300
Solid Waste Management	275	225	225	175	440	440	440	440	440	440	440	3,705
Weigh Out Station at SWF	1,650											0
New Landfill/ Landfill Expansion	2,160	4,500	100									4,600
Leachate Facility Construction					568	5,000						5,568
Fleet Management	2,097	2,314	1,523	1,483	3,286	1,522	2,279	2,709	1,673	2,596	1,531	20,916
Planning and Development	2,300	1,740	3,957	1,634	2,500	2,500	2,500	2,500	2,500	2,500	2,500	24,831
Land Fund Projects	2,200		2,000		2,000	2,000	2,000	2,000	2,000	2,000	2,000	16,000
Land Surveying (Commissioners)			100									100
Housing Accelerator Fund (HAF)		1,740	1,657	1,634								5,031
Community Energy Plan	100		200		500	500	500	500	500	500	500	3,700
Total	23,466	38,772	49,404	16,675	18,204	22,956	17,331	16,489	15,687	36,511	36,799	268,828
Total Available	25,814	38,729	26,602	17,548	34,073	27,416	28,472	29,202	42,716	33,801	28,174	306,734
Surplus(Deficit)	2,348	(43)	(22,802)	873	15,869	4,460	11,141	12,713	27,029	(2,710)	(8,625)	
Closing balance	17,174	17,127	(5,676)	(4,804)	11,065	15,525	26,665	39,379	66,408	63,697	55,073	

Assumptions:

- (1) \$3M will be transferred from the General Fund in 2025 and 2026 and the annual transfers of \$2M starting from 2027 onwards.
- (2) The Disaster Mitigation & Adaptation Fund for the Submarine Water Supply Line is \$25.8M.



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 planning to continue with 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 2024, with construction slated for 2025 to 2027.

The planned expenditures over the next ten years on safety equipment and the Fire Hall totals about \$15.9 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 of the new Aquatic Centre began in 2016 and included extensive public and user-group consultation that led to the design for a 25 meters, 8 lane lap pool and related amenities. The City has borrowed \$10,001,000 to partially fund this project.

Construction of the Aquatic Centre started in 2022 and is expected to be completed in 2025. Once the new facility is operational, the existing pool will be closed and the building will be repurposed. In this respect, the condition assessment of the said building to determine the feasibility and options upon closure was completed in

2024. The repurposing project is expected to cost \$5.7 million.

The total expenditures towards municipal facilities, parks, trails, and other amenities that add quality to the lives of the residents of Yellowknife are predicted to be \$20.9 million over the next ten years.

Public Works

An early initiative to replace deteriorated corrugated metal sewer pipes (CMP) began in 1984 and was completed in 2018. Building on this effort, the City is anticipating further work to replace other aging underground water and sewer infrastructure in the coming years. During the period 2025-2034, the City will invest \$47.6 million in this area as well as other complex assets such as potable water pump houses and sewage lift stations.

Equally 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. In an effort to safeguard these important assets, the expansion of the water reservoir was completed in 2008 whereas 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 also anticipates to replace the Lift Station #1 which is over 50 years old and it is becoming extremely challenging for this old piece of infrastructure to meet current demands levels. It has become critical to renew this assets in light of expected increased usage caused by several multi-family developments. The initial budgeted cost of replacement was around \$15 million in 2024 but after going

TEN-YEAR CAPITAL PLAN

through the tendering process, bids came in over \$40 million. It will be re-tendered in early 2025, with work occurring in 2025 through 2027. This project is partially funded by the Investing in Canada Infrastructure Program (ICIP) funding of \$8.3 million and the City is currently looking into other sources of funding to minimize the overall impact on future years capital budget.

Historically, a majority of the road rehabilitation program has been financed by long-term borrowing (debentures). However, in 2005, the City decided to reduce its reliance on long-term borrowing and as a result, the timely rehabilitation of existing roads and sidewalks was deferred. In an attempt to revive this initiative, the City will be using the Canada Community-Building Fund Funding (CCBF), Community Public Infrastructure Funding (CPI) and Formula Funding to finance the expected costs of road rehabilitation over the next ten years. This is predicted to cost the City more than \$30.1 million. Funding from the Water and Sewer Infrastructure Replacement Program will also be used for some targeted road rehabilitation work.

In relation to the City's mobile equipment, the replacement cost has been currently valued at \$27 million. To ensure that the City continues to meet the various levels of service and expectations, it is being forecasted that approximately \$20.9 million will be spent during the period 2025-2034 on maintenance and renewal of its fleet.

Solid Waste Management

As part of its strategy to ensure that adequate landfill capacity is available at the Solid Waste Facility, the City is allocating \$6.8 million for the design and construction of a new landfill cell, beginning in 2025.

Furthermore, over the next ten years the City will continue with the implementation of the Strategic Waste Management Plan, developed in 2018, to help meet its goal of reducing waste generation. The objective is to move from the current estimate of between 1,200 and 2,000 kilograms per capita to 500 kilograms per capita by 2030.

Planning and Development

The City has been engaged in ongoing discussions with both the GNWT Department of Lands and the Yellowknives Dene First Nation regarding the bulk land transfer of all available Commissioner's lands within the municipal boundary of the City. To ensure success is achieved, \$16 million has been earmarked over the next ten years to support this initiative. Any additional resources obtained from other orders of government for related projects will be used to augment this spending.

Further, in an effort to reduce emissions and support the community's sustainable future, Council has adopted a Community Energy Plan (CEP). This plan provides a framework for reducing the cost of energy use within both City operations and the community. The City completed the five milestones in the original Plan and in 2017 updated the Plan for an additional 10-year period. The updated document sets out ambitious targets, for both the Corporate and Community side, with respect to GHG emission reductions and renewable energy use. The City is planning to spend \$3.7 million over the next ten years on CEP initiatives.



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 as well. The City's Ten-Year Capital Plan identified that a yearly transfer of \$2 million, except in 2025 and 2026 where \$3 million is recommended, from the General Fund is required to support a sustainable capital investment strategy. This is in addition to the funding received from other orders of government.

Presently the City maintains a number of reserve funds that enables it to set aside money for specific purposes. For example, in 2022-23, the City had budgeted to use \$3.18 million from the Major Community Facility Reserve (MCFR), to partly fund the Aquatic Centre. However, in the current economic climate with volatile price fluctuations, it would be prudent to fund these reserves appropriately or risk the risk of depleting these reserves rapidly.

Another important aspect to note is that for any future replacement of facilities and/or infrastructure, the City will need to rely on grant funding from other orders of government just like in previous years. For example, in 2021, the City was successful in securing \$10.4 million from the Investing in Canada Infrastructure Program funding (ICIP) for the paving and new landfill cell - design and construction projects; likewise in 2022, the City secured another \$8.4 million ICIP funding for the proposed Lift Station #1 replacement.

Consequently, to ensure a continued timely investments in City's ageing assets, it has become crucial for the City to investigate and pursue every avenue of grant funding available.

LONG-TERM DEBT

Debt is another source of funding that the City can rely upon when it comes to funding assets replacement and renewal. 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. Similarly, in 2022, the City borrowed \$10 million to build the new Aquatic Centre. However, this latest loan has cause its debt service to be adversely affected and as a result, the City currently has no room for any further borrowing. Hence, the City does not intend to take on any loans in the next three years to improve its debt service ratio.

SUMMARY

The City of Yellowknife is at crossroads not only with the way it does business and the services it offers but also because of the urgent need to renew its critical infrastructure. Furthermore, macro economic factors like volatile market conditions, climate change and stagnating tax base have complicated the challenge even more.

In light of the above, it has become even more crucial for the City to think ahead and start laying out strong foundations to build a robust community with a sustainable future. In this respect, the City's planned annual capital expenditures will average \$26.9 million over the next ten years to ensure Yellowknife continues to be one of the best places to live, work, and visit in Canada!

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