

PROPOSED APPROACH TO DOG IMPOUND SERVICES

SPECIAL GOVERNANCE AND PRIORITIES COMMITTEE,
DECEMBER 02, 2024

PRESENTER CRAIG MACLEAN, DIRECTOR PUBLIC SAFETY



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REASON FOR THE DISCUSSION

- A long standing agreement to provide dog impound services was terminated in May 2024 which resulted in the City searching for an alternate service provider to maintain service levels.
- A temporary alternate service provider was secured.
- A Request for Proposal to provide the service was released in June 2024 with no bids.
- An expression of interest in the service was released in November 2024.

OUTLINE OF THE DISCUSSION

- City's Current Situation
- Summary of Types of Facilities and Partners
- Considerations and Challenges
- Key Questions and Recommendation



CITY'S CURRENT SITUATION

- The same contractor has been used for impoundment and dog licensing support since at least the 1990's.
- Yellowknife is a dog city with 767 licensed dogs in 2023, and 537 YTD 2024. It is understood that there are unlicensed dogs in the City.
- With the loss of dog licensing support, it is anticipated less licensing of dogs will occur, which may lead to more complaints and more impoundment.
- Cost of services has ranged from \$27,000 to \$30,000 over the last few years. 2024 YTD costs have been almost \$63,000. The additional cost was due to court imposed requirements, and renting kennel space as the temporary provider was at capacity. This type of situation may occur into the future.
- A City owned dog pound alleviates the fluctuating costs with these situations.
- Municipal Enforcement averages over 300 complaints a year relating to dogs.
 - 2024 – 403 YTD
 - 2023 – 298
 - 2022 – 236

TYPES OF FACILITIES AND PARTNERS

- Dog Pound
 - Minimum service level to retain animals in accordance with legislation and by-law requirements.
 - Goal is to return animals to owners as quickly as possible and minimize costs to owner.
 - A service usually operated by a City.
 - Provides necessary care for impounded dogs.
 - Least expensive in long term service delivery model.
- Animal Shelter
 - Provides greater amount of care for animals (walks, activities).
 - Goal is to save as many animals as possible and find loving homes for them.
 - Operated by a non-profit organization (example is the SPCA).
 - Costs are higher.
- Other Partners
 - Dog Kennels and boarding.
 - Costs are higher

CONSIDERATIONS AND CHALLENGES

- Dog Welfare
 - What is the service expectation? No euthanasia? Local adoption only?
- Veterinary Care
 - Work force availability with high demand in community for animal care needs.
- Dog Control
 - Employees of the City.
 - Safety, legal and liability considerations.
 - Municipal Enforcement impounds lost (at large), abandoned, neglected, abused, vicious and quarantined dogs.
- Costs
 - The longer a dog is retained the higher the cost. Impoundment should not be considered the same as boarding a dog.
- Volume
 - Higher number of dog complaints results in higher costs.
 - Cost of space (kennels) and amount of space needed increases with more animal complaints and longer stays.
- Residents
 - Reasonable cost for service.
 - Conduct towards service providers over frustration with the situation.

KEY QUESTIONS

- Contract versus City owned resource?
 - Absence of contract leaves the City exposed.
 - Employees cannot deal with resident complaints or secure dogs when necessitated.
 - Meeting expectations of residents?
- City owned facility guarantees continuity of service.
 - Reduces risk and liability.

RECOMMENDATION

- To purchase a pound and support with two MED officers.

THANK-YOU



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SNOW REMOVAL OVERVIEW

Budget 2024



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Introduction

- City Snow Removal Info and FAQ
 - <https://www.yellowknife.ca/en/living-here/road-maintenance-snow-removal.aspx>
- Changing conditions
- Public feedback
- Increased expectations

	Snow (cm)										
	2024	2023	2022	2021	2020	2019	2018	2017	2016	2015	2014
January	9	18	15	18	12	25	14	33	29	38	35
February	20	7	8	2	18	4	7	39	18	17	15
March	1	6	20	17	11	3	53	25	4	13	9
April	1	2	0	17	13	19	4	7	15	3	5
May	0	0	0	2	3	8	0	1	0	1	1
June	0	0	0	0	0	0	0	0	0	0	0
July	0	0	0	0	0	0	0	0	0	0	0
August	0	0	0	0	0	0	0	0	0	0	0
September	0	0	0	0	0	0	4	0	0	0	0
October	18	9	40	1	7	9	13	10	12	29	14
November	30	51	59	14	24	32	17	48	28	22	21
December		31	20	16	6	14	13	24	18	42	35
	79	124	162	86	94	114	126	187	123	164	136

Updated to November 26, 2024

https://climate.weather.gc.ca/historical_data/search_historic_data_e.html



Existing Service Levels

- Three methods of winter road maintenance:
 1. Sanding
 2. Snow Plowing
 3. Snow Removal (loader)
- Priority based system designed to distribute resources in the most efficient and practical manner possible.
- Budgeted for 18-week snow removal schedule.
- Current practices have spanned several decades.
- As Yellowknife has grown, the priority system has been altered and added to over time.
- Resource allocations (i.e. budget) have not kept pace with priority changes and increases.

Things to Consider

- Reactive snow and ice activities are very different from proactive activities.
- Resources are limited both internally and externally.
- Only sidewalk snow can be placed in the roadway.
- Downtown property owners **MUST** clear their sidewalks within 24 hrs.
- Downtown has zero lot line, meaning no storage areas to place snow.
- Weather varies.
- Staff do their best to adhere to approved budgets for snow and ice activities.

Sidewalks

- Are a more complicated issue.
- Three tiers:

1. Downtown requirements.

Must be cleared according to Bylaw 5053 and 5055.

Applicable specified extents.

Place snow on road and parking lanes.

Gets pushed to accessible ramps and intersections.

Consistently parked vehicles prohibits effective snow removal.

2. City owned sidewalks.

Must be cleared 24 hrs after snow event.

Only adjacent to City owned property.

3. Rest of city.

No snow removal requirement.

Jurisdictional Comparison

- Whitehorse

- <https://www.whitehorse.ca/living-in-whitehorse/my-property/snow-and-ice-control/>
- Similar to Yellowknife in terms of methods and priorities.
- Snow disposal on roadways is prohibited.
- City wide sidewalk clearing requirement.

- Grand Prairie

- <https://cityofgp.com/roads-transportation/snow-clearing>
- Much larger scope.
- Winter parking bans put in effect.
- Snow disposal on roadways is prohibited.
- Has city owned boulevards for snow storage.

Potential Service Level Changes

- Move from 18-week schedule to 22-week schedule for the 2025/2026 season. Observe operational costs in 2025, absorb via dept. variance and increase 2026 budget if necessary.
- This allows more flexibility in the schedule to begin full snow removal efforts earlier in the season or extend later if necessary.
- Only impact is within Public Works at this time.
- No additional equipment required for this change.
- May require increases contracted cost budgets in 2026.

Whether to Research Potential Snow Blowing Ops

- Public Works Impacts:
 - 3x wheel loaders
 - 1x managing new/increased volume at snow dump.
 - 1x trailing snow blower efforts
 - 1x (NEW) with blower attachment
 - 1 grader
 - 7-8 dump trucks (contracted)
 - 1 pilot truck
 - 1 PY for new loader/snow blower
- Other Impacts/Considerations
 - Focus will be downtown core.
 - Corporate workplan impacts.
 - Parking bans will be necessary.
 - Increased enforcement efforts.
 - Bylaw 5053 and 5055 changes.
 - Significant communications change and strategy.
 - Downtown business engagement.

Future Equipment Considerations

- Adds a new method to snow removal practices and response in the downtown core.
- Additions to fleet:
 1. Loader equipped snow blower.
 2. Snow push/plow loader attachments.
 3. Increased contracted costs for trucks to follow snow blower.
 4. Additional staff for new equipment.



Parking Ban Example

- The issue in our downtown is the snow game between City forces and downtown residents/businesses.
- Sidewalk snow is required to be removed and is permitted to be placed in the parking lanes.
- Cars then park at all times, which inhibits snow removal activities.
- Snow blowing needs a larger parking ban to be effective.

LEGEND

	Permanent Snow Routes
	City Boundary
	Fire Hall
	Hospital
	Future Hospital
	Police
	School Location
	Future School Location
	Visitor Information Centre
	Snow Dump Site

THE CITY OF GRANDE PRAIRIE

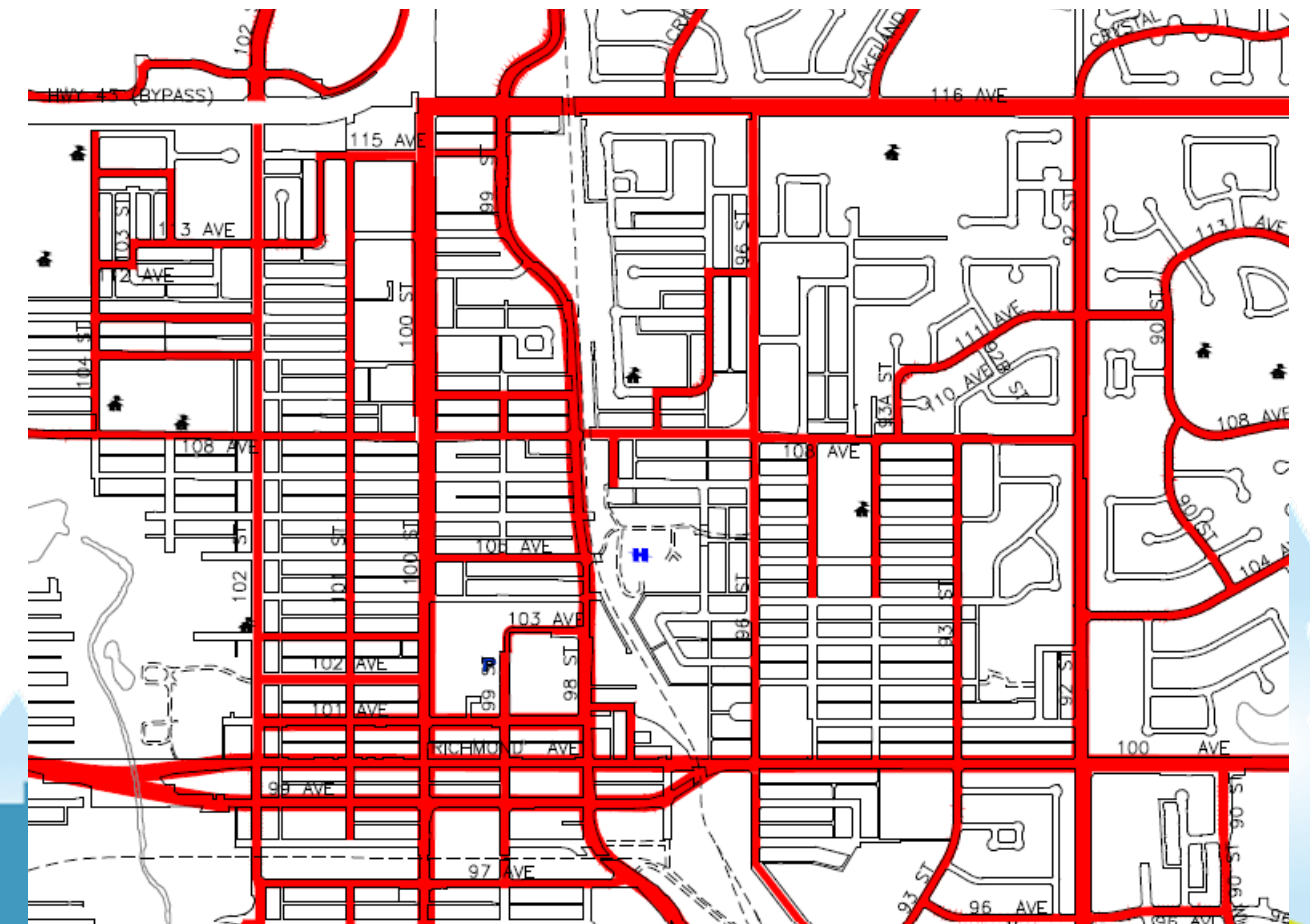
SCHEDULE "1"

SNOW AND ICE CONTROL POLICY 606

Approved February 14, 2005 - Revised June 30, 2014

PERMANENT SNOW ROUTES - NO PARKING

NOVEMBER 15 TO APRIL 15



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Broader Service Level Impacts

Public Works Considerations

1. Garage infrastructure needs to be considered.
2. Operational staff increases.
3. Maintenance staff increases. (i.e. heavy-duty mechanic/contracted costs)
4. Heavy equipment additions.
5. Contracted cost increases.
6. Re-prioritization of routes and current expectations.
7. Services for transit/shelters/routes

Public Safety Considerations

1. Increased workload expectations during and after snow events.
2. Municipal enforcement staff increases.
3. Municipal enforcement patrol vehicle additions.
4. Increased parking requirements at City Hall.
5. Potential Highway Traffic Bylaw revisions.
6. Parking bans during and after snow events.
7. City wide resident sidewalk snow removal.

Community Services Considerations

1. Increased workload expectations. (i.e. parking lots and sidewalks)
2. CS Garage infrastructure needs to be considered.
3. Operational staff increases.
4. Heavy equipment additions (& training)
5. Contracted cost increases.

EDS/Legal Considerations

1. Engagement with YK Chamber and downtown businesses.
2. Engagement with city at large.
3. Legal advice on Highway Traffic Bylaw changes.
4. Legal advice on liability associated with increased service levels and duty to meet them.
5. Public education campaigns.

Discussion



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PY ADJUSTMENTS & JUSTIFICATIONS

B U D G E T 2 0 2 5

PY REQUESTS - 2025

1. Community Services:

- Customer Service/Booking Supervisor
- Booking Clerk (+1)
- Lifeguard/Instructor (+3)
- **Lifeguard (Casual - 2.20 EFT)**

2. Corporate Services:

- Budgeting and Taxation Analyst
- Asset Management Coordinator (Permanent)
- Information Technology Support Specialist (+1)

3. Planning & Development

- **Planner (2) (Four-Year Term) Funded through HAF**

4. Public Safety:

- Municipal Enforcement Officer II (+2)

5. Public Works and Engineering:

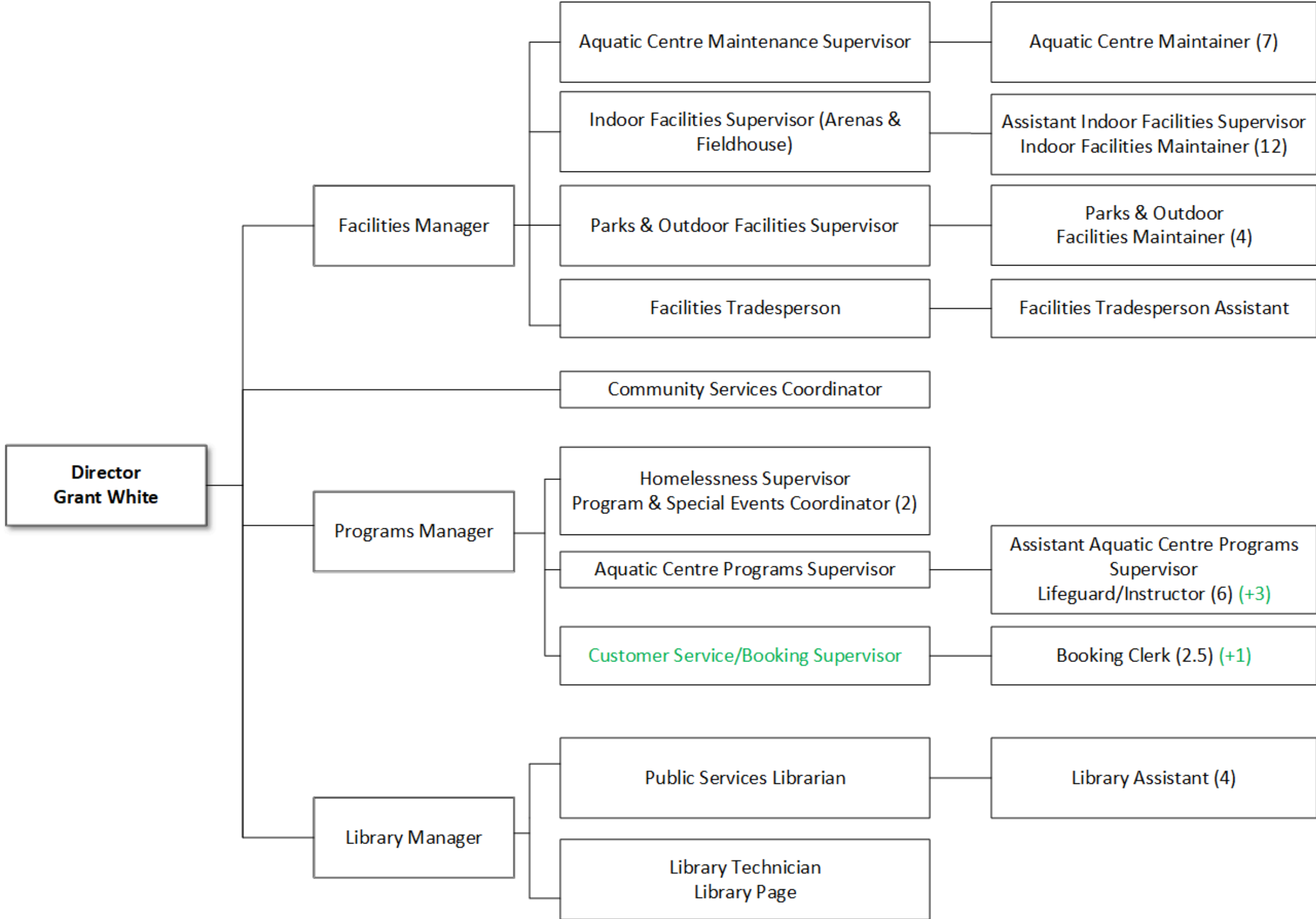
- Transportation Engineer
- **Regulatory Specialist (+1) Cost shared between the Solid Waste Management Fund and the Water and Sewer Fund**

SEE ANNEX: EXISTING CASUAL STAFF



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COMMUNITY SERVICES



SUMMARY

+ 7.20 FTES

- Customer Service/Booking Supervisor
- Booking Clerk (+1)
- Lifeguard/Instructor (+3)
- Lifeguard (Casual - 2.20 EFT)



COMMUNITY SERVICES RATIONALE

Customer Service/Booking Supervisor

- Scheduling 3.5 FT, 12-15 PT and Casual staff across facilities
- Increased recreational, aquatic and drop in programming
- Supervise all Booking Clerks
- Increased financial responsibilities with invoices and bookings
- Liaise with the finance team to ensure financial protocols are followed for invoicing, refunds, credit and payments
- Oversee cash handling
- Oversee the Joint Use Agreement and Community groups use of the schools.
- Increased supervisory staff needed to decreased the work load of Programs Manager

Booking Clerk (+1)

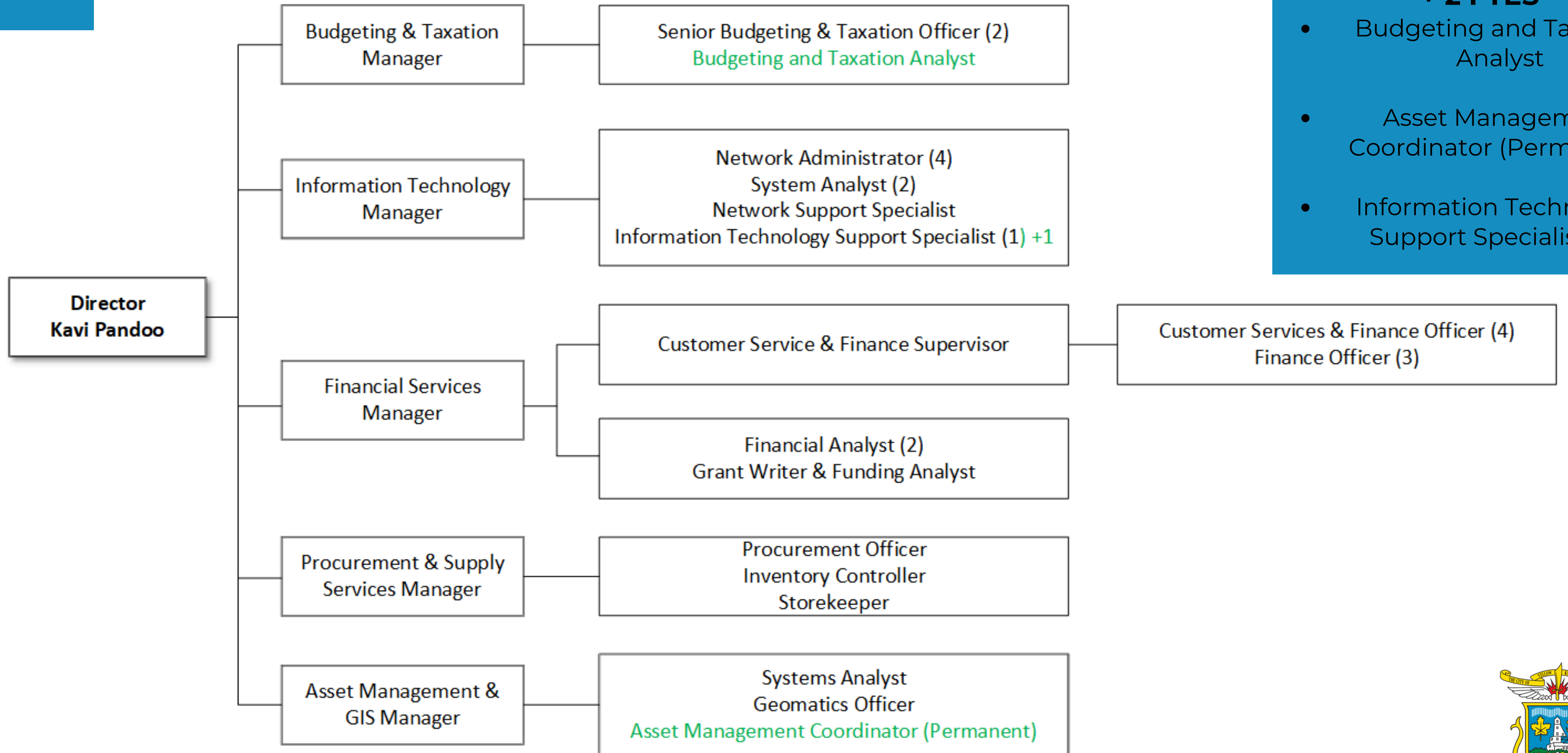
- Aquatic Centre requires additional staff due to new layout and separation of use of pool space
- Increased recreational, aquatic and drop in programming
- Increased operational hours of 6 a.m. - 10 p.m., 7 days a week

Lifeguard/Instructor (+3)

- Aquatic Centre requires additional staff due to redesigned floor and pool space
- Substantial increase in aquatic programming
- Reduced staff would impact hours of operation and programming availability



CORPORATE SERVICES



SUMMARY

+ 2 FTES

- Budgeting and Taxation Analyst
- Asset Management Coordinator (Permanent)
- Information Technology Support Specialist (+1)



CORPORATE SERVICES RATIONALE

Budgeting and Taxation Analyst

- Required to conduct in-depth financial and budgeting analysis
- Analysis on revenues and expenditures across all City funds
- Essential to share the high volume of workload. Currently there are only 3 staff in this division despite the fact that the taxation tasks are tightly regulated, deadline driven and have around 57 manual steps per year within a two-year tax collection cycle.
- Provide a career progression path to the Senior Budgeting and Taxation officers in line with our staff retention effort.

Asset Management Coordinator (Term to Permanent)

- Asset Management is an ongoing initiative rather than a “project” with a start and end date.
- In this current competitive job market, term positions are highly unattractive and consulting fees will be more costly in the event the term of this position ends.
- Essential to have a stable team to continue with the implementation of Levels of Service.
- Asset Management is a focus area of Council and in line with modern day budgeting practices.

Information Technology Support Specialist (+1)

- Increased number of staff and IT helpdesk tickets
- Behind on servicing and renewing devices due to lack of staff
- Long wait times for services
- Preventative maintenance is not being addressed in a timely manner

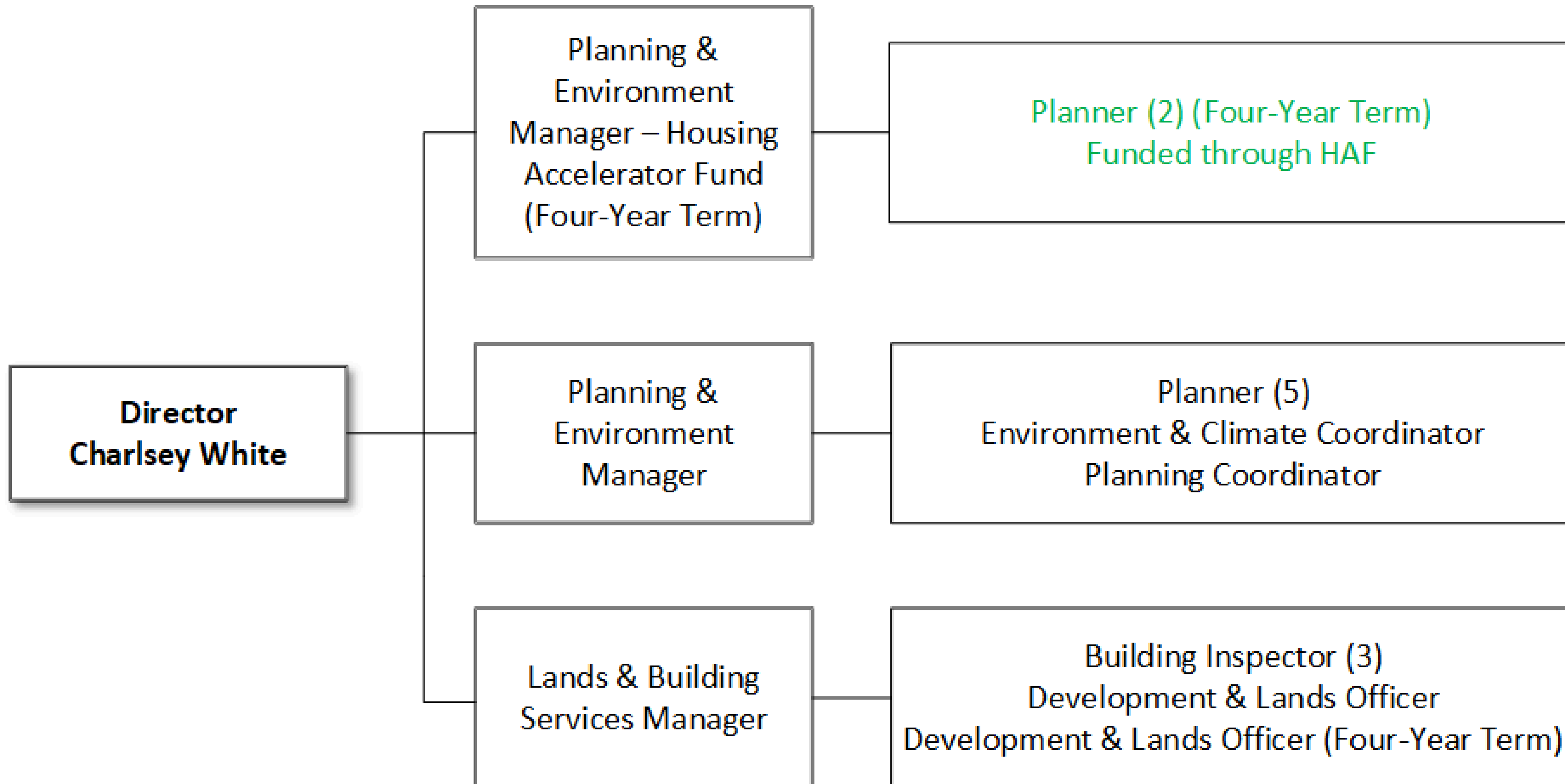


PLANNING & DEVELOPMENT

SUMMARY

+ 2 FTES

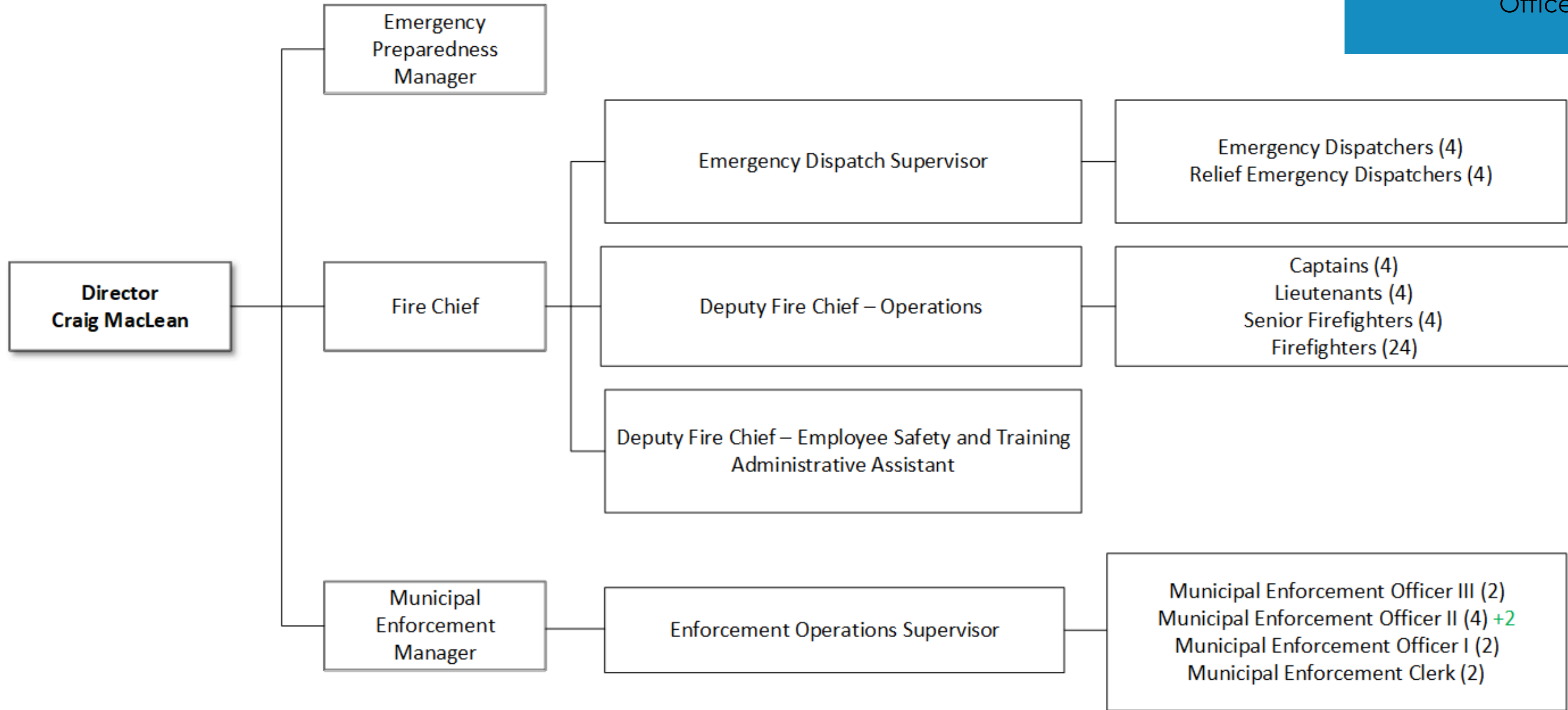
- Planner (2) (Four-Year Term)
Funded through HAF



SUMMARY

+ 2 FTES

- Municipal Enforcement Officer II (+2)



Municipal Enforcement Officer II (+2)

- **Dogs**

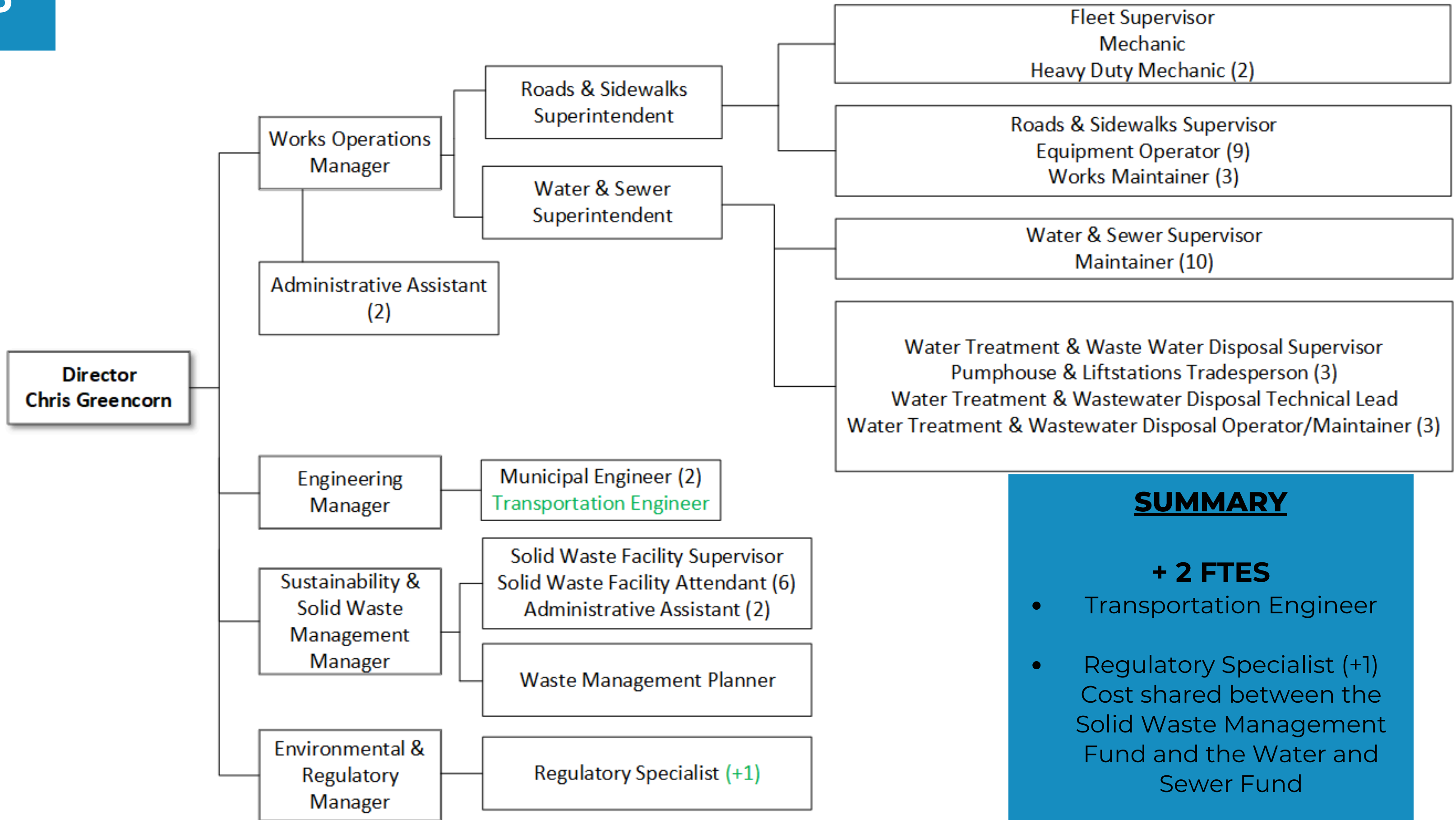
- continuity and consistency of officer involvement with dogs
- support dog impoundment in the City

- **Advantages**

- Officer safety, as it will ensure no officers will be working alone with only one patrol vehicle on the road at any time during the day.
- Maintain public safety, proactive enforcement and officer addressing complaints
- Reduce overtime costs
- Continuity with investigations for community standards and complaints, such as parking, taxis, litter, garbage and unsightly lands
- Maintain community presence
- Maintain patrol coverage during peak times (school zones, four-lane enforcement)



PUBLIC WORKS AND ENGINEERING



SUMMARY

+ 2 FTES

- Transportation Engineer
- Regulatory Specialist (+1)
Cost shared between the Solid Waste Management Fund and the Water and Sewer Fund



Transportation Engineer

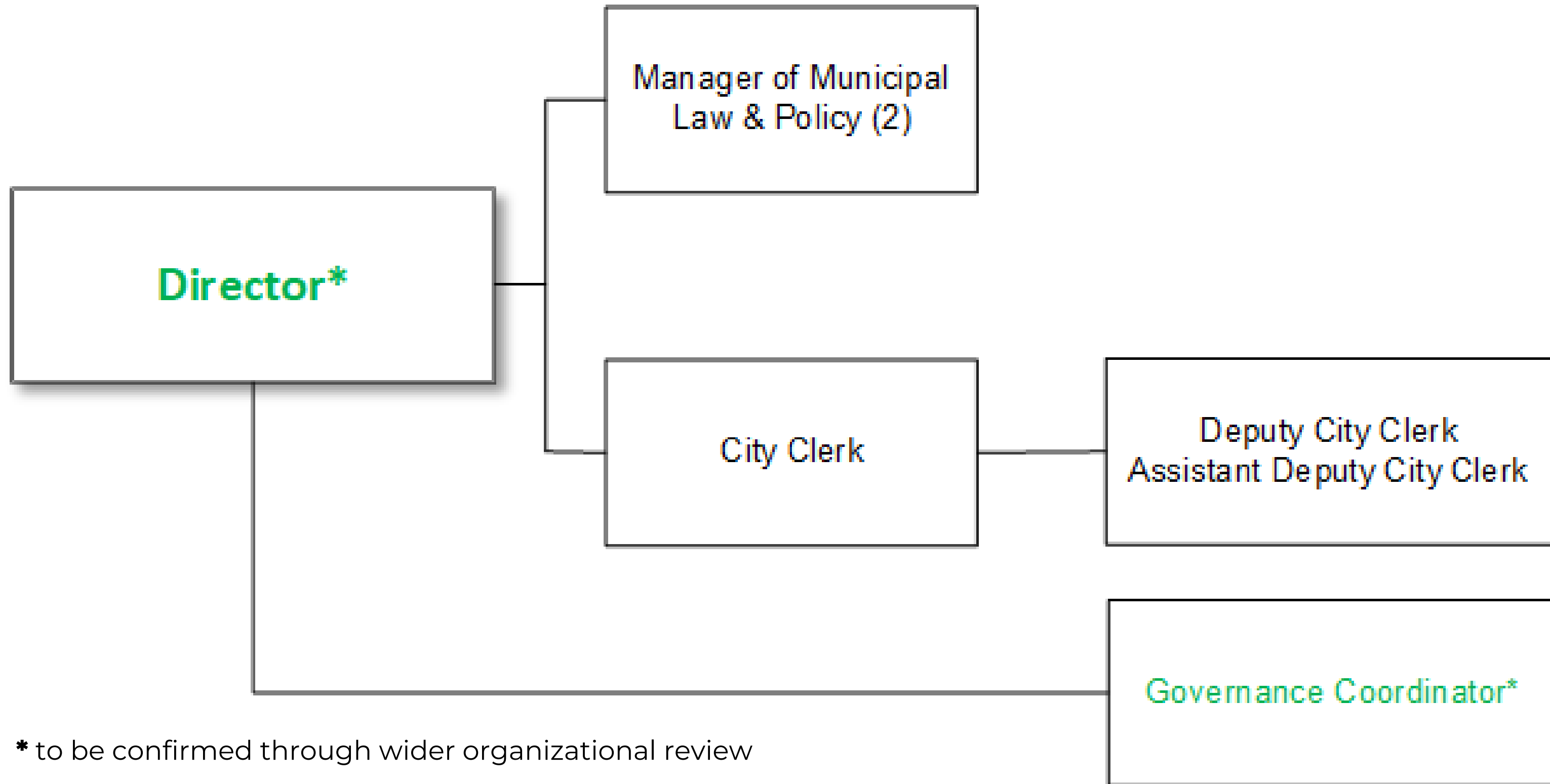
- Oversee the development and Implementation of a Transportation Master Plan
- Growing demand is taking existing municipal engineers from their main project management duties for multi-million dollar capital projects in the city's capital plan
- Manage the traffic light system, transit system (including funding opportunities)
- Conduct investigations, warrant analysis, and respond to complaints regarding transportation and road signage
- Manage requests for road closures

Regulatory Specialist (+1)

- Increased regulatory requirements
- Increased number of projects initiated in 2025
- Multiple short term and long term requirements that require dedicated staff to see through planning, design and implementation
- Reporting aspects in the licence that are time intensive, and many need to be updated on a quarterly and annual basis
- Increased water, sewage, landfill and stormwater testing requirements/ increasing operational budgets to cover helicopter access and lab costs
- It was determined that an additional regulatory specialist is necessary to augment the current staff compliment to stay on track with meeting the current licence requirements



GOVERNANCE AND LEGAL SERVICES



* to be confirmed through wider organizational review



GOVERNANCE & LEGAL SERVICES

FUNDED VIA VACANCY RATE - RATIONALE

Director of Governance and Legal Services

- Aligning governance, legal, and policy resources optimizes the provision of such services, offering greater focus and improved corporate decision-making.
- Central area for spear-heading the City's modernization project.
- Creates capacity for greater focus on strengthening and leveraging stakeholder partnerships, capitalizing on economic opportunities and investments.

Governance Coordinator

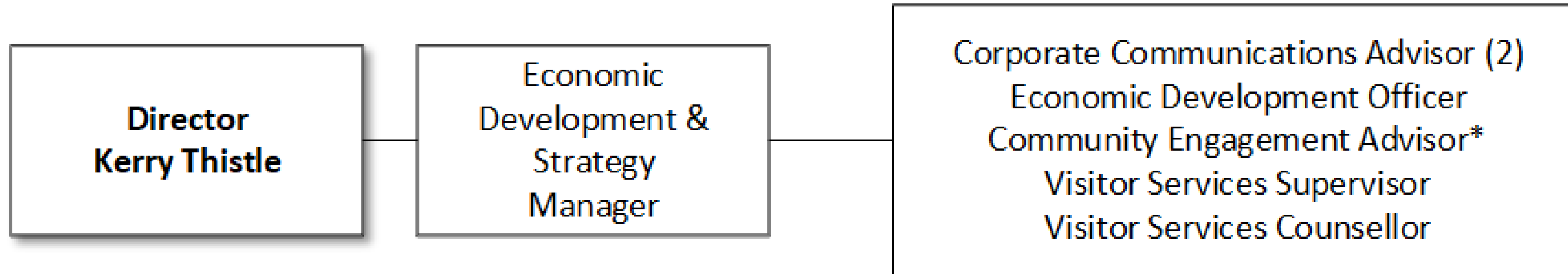
- Essential resource to coordinate and assist in implementing modernization initiatives and operational efficiencies.



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ECONOMIC OPPORTUNITIES AND INVESTMENTS RATIONALE

- Greater capacity for attraction of larger investment development projects

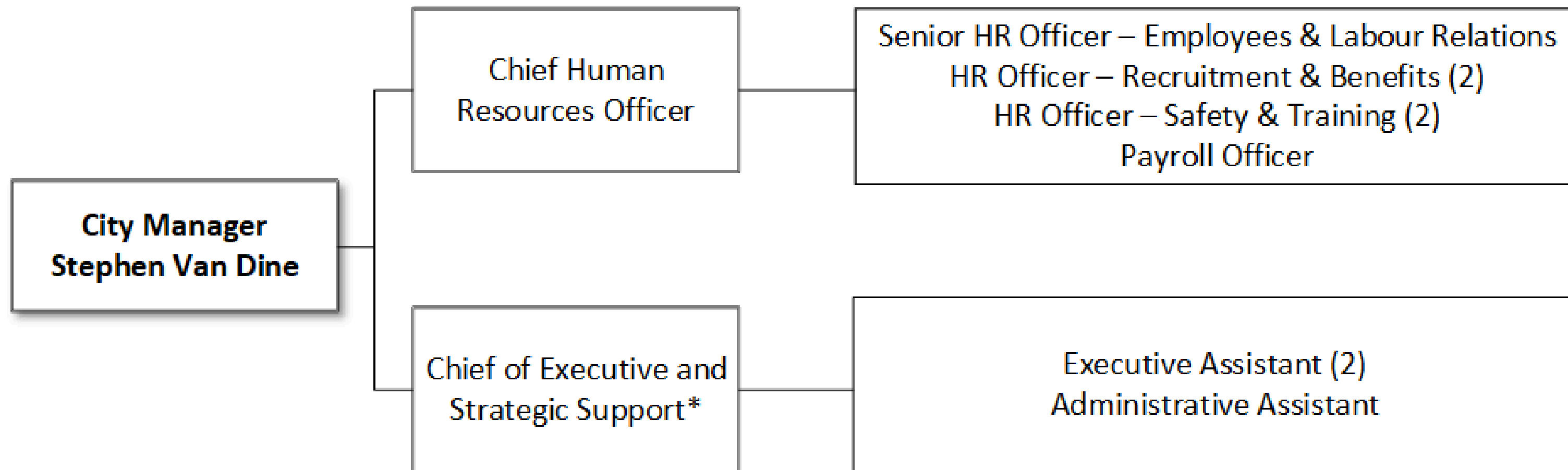


* to be confirmed through wider organizational review



ADMINISTRATION RATIONALE

- Greater coordination between Council and Administration
- Chief of Executive and Strategic Support moved from Office of the City Clerk to Administration.



* to be confirmed through wider organizational review



ANNEX: EXISTING CASUAL STAFF

DIVISION	FT	PT	FTE	POSITIONS
Facilities	2	12	6.05	Arena / Fieldhouse / Casual Hours Somba K'e
Programs		32	8.66	Pool Staff / Booking Clerks / Day Camp Staff
Library		9	1.56	Library Pages / Library Assistants
Solid Waste Facility		3	1.07	Gatehouse Attendant / Seasonal Labourer
Budgeting & Taxation			0.33	Summer Students
Finance			0.36	Summer Students
Visitors Centre		5		*Partially funded through GNWT grants
Roads & Sidewalks			1.23	Summer Students / Snow Removal Casuals
Water & Sewer			0.62	Summer Students
TOTALS	2	61	19.87	





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Budget 2025: Foundations For Growth

Special Governance and Priorities Committee

December 05, 2024



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Re-allocation of 2024 Carry Forward Balances

➤ \$400,000 from the Accessibility Audit Implementation to remain in the Capital Fund

➤ \$250,000 from the Landfill Leachate Retention & Treatment to remain in the Capital Fund

➤ \$68,000 from the Arbour Development Study to remain in the Capital Fund

➤ \$32,000 from CEP Community Outreach to remain in the Capital Fund

**\$500,000 Formula
Funding**

\$750,000



**\$250,000 Community Public
Infrastructure Funding (CPI)**

Additions to the 2025 Draft Budget

- \$10,000 towards Bike Lanes on Forrest Drive, Range Lake Road on a Trial Basis
- \$45,000 towards upgrades of the Dog Park
- \$456,000 towards adjustments of power costs
- \$25,000 to increase the budget for GROW implementation
- \$60,000 added to Dog Pound Services
- \$97,500 resulting from waiving the admission fees for the fieldhouse –Track & Playground

Deletions and Revenue Adjustments in the 2025 Draft Budget

➤ \$288,000 from the non-approval of the 2 MED officers PY request

➤ \$111,000 from adjustments in the Casual staffing hours (Community Services)

➤ \$137,000 from the non-approval of the Booking Supervisor PY request

➤ \$6,500 from increase in dog pound fees

Budget 2025 Closing Funds Balances

Fund	General	Capital	SWMF	Land	SCFA	W&S
	\$000	\$000	\$000	\$000	\$000	\$000
Balances before Adjustments	9,260	17,127	5,853	9,802	(322)	2,056
Budget Adjustments	97	1,008	(11)	0	0	(238)
Closing Balances	9,357	18,135	5,842	9,802	(322)	1,818

16.06%

In compliance

Not In compliance

17.04%



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How to Calculate your Property Tax?

$TAX\ LEVY = (ASSESSMENT\ VALUE / 1000) \times MILL\ RATE$

Residential Mill Rate: 7.131

Commercial Mill Rate: 15.159

2025-2027 Projected Property Tax

2025
Proposed Rate

~~8.27%~~

7.80%

2026
Projected Rate

9.27%

2027
Projected Rate

7.02%



To keep in mind for 2026....

- The Expected receipt of the Carbon Tax has not been taken into account
- Any Potential Government Grants for Lift Station 1 have not been taken into account
- The Potential increase of the GNWT Community Grant has not been taken into account
- The Potential increase in Power Expenses have not been taken into account



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