



CITY OF YELLOWKNIFE

GOVERNANCE AND PRIORITIES COMMITTEE AGENDA

Tuesday, May 20, 2025 at 12:05 p.m.

Chair: Mayor B. Hendriksen,
Councillor S. Arden-Smith,
Councillor G. Cochrane,
Councillor R. Fequet,
Councillor C. McGurk,
Councillor T. McLennan,
Councillor S. Payne, and
Councillor R. Warburton.

<u>Item</u>	<u>Description</u>
1.	Opening Statement: The City of Yellowknife acknowledges that we are located in Chief Drygeese territory. From time immemorial, it has been the traditional land of the Yellowknives Dene First Nation. We respect the histories, languages, and cultures of all other Indigenous Peoples including the North Slave Métis, and all First Nations, Métis, and Inuit whose presence continues to enrich our vibrant community.
2.	Approval of the agenda.
3.	Disclosure of conflict of interest and the general nature thereof.
ANNEX A	
4.	A memorandum regarding whether to accept the recommendations of the Audit Committee to adopt the 2024 Audited Financial Statements.
ANNEX B	
5.	A memorandum regarding whether to fill a vacancy on City Council and whether to appoint a Deputy Mayor.
ANNEX C	
6.	A memorandum regarding whether to adopt the 2025-2026 Revised Work Plan.
<u>IN CAMERA</u>	
ANNEX D	
7.	A land matter.
8.	A legal matter.
9.	Business arising from In Camera Session.



CITY OF YELLOWKNIFE

MEMORANDUM TO COMMITTEE**COMMITTEE:** Governance and Priorities**DATE:** May 20, 2025**DEPARTMENT:** Corporate Services**ISSUE:** Whether to accept the recommendations of the Audit Committee to adopt the 2024 Audited Financial Statements.**RECOMMENDATIONS:**

That Council:

1. Adopts the 2024 Audited Financial Statements as recommended by the Audit Committee.
2. Approves the Inter-Fund and Reserve transfers as outlined in the 2024 Audited Financial Statements; and
3. Agrees to keep the General Fund balance at \$12.10 million as at December 31, 2024.

BACKGROUND:

The preparation and filing of annual Financial Statements are a regulatory requirement and it is critical for the City to meet this statutory obligation on a yearly basis.

Every year, the City goes through a rigorous process to ensure that the Financial Statements are accurate and free of any material misstatement. As part of this process, the 2024 Financial Statements were (1) prepared by Administration, (2) audited by Crowe Mackay LLP and, (3) reviewed by the Audit Committee.

As a concluding step, a motion of Council adopts the Audited Financial Statements.

COUNCIL STRATEGIC DIRECTION/RESOLUTION/POLICY:

Strategic Direction #2: Service Excellence

Focus Area 2.2

<u>Capacity</u>

Balancing service levels with human and fiscal resources.

APPLICABLE LEGISLATION, BY-LAWS, STUDIES, PLANS:

- | |
|---|
| 1. <i>Cities, Towns and Villages Act</i> ; and
2. Audit Committee By-law No. 4127, as amended. |
|---|

CONSIDERATIONS:

<u>Financial Considerations</u>

The Government of the Northwest Territories (GNWT) and the Government of Canada require Audited Financial Statements to support the City's funding requests. The City is also required to provide the Audited Financial Statements to financial institutions to stay in compliance with its loan and credit agreements.

<u>Legislation</u>

The <i>Cities, Towns and Villages Act</i> requires that Audited Financial Statements be submitted to the Department of Municipal and Community Affairs (MACA), GNWT within 120 days of the end of the fiscal year. However, due to extenuating circumstances this year, Administration requested and received an extension from MACA to submit its 2024 Audited Financial Statements by May 30, 2024. Once adopted by Council, the 2024 Audited Financial Statements will be filed with MACA accordingly.

<u>Economic Context</u>

The Funds Stabilization component of the City's Budget Policy guides that " <i>the General Fund will maintain a balance of no less than 10.0% and no more than 15.0% of budgeted expenditures</i> " in any given year.
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However, at year end, the General Fund balance was oscillating at \$17.70 million which equated to 33.45% and hence not in compliance with the above referenced Policy. As a result, the following transfers and adjustments are being recommended to keep the General Fund in compliance:

- a) \$1.6 million transfer to the Water and Sewer Fund as the latter has been traditionally underfunded and is trending towards deficit;
- b) \$4.0 million transfer to the Land Fund to allow the City capitalize on any strategic land acquisition opportunities that could present themselves that align with the Strategic Directions of Council.
- c) \$3.5 million to remain in General Fund for the Emerging Issues Reserve (EIR) as the latter nears completion.
- d) \$3.31 million to be kept in General Fund for the 2023 wildfire costs. **

The above adjustments and transfers will position the General Fund at 22.87% of the 2024 budgeted expenditures net of amortization; but after the transfer of \$3.5 million to the EIR, the General Fund balance will close at 16.32%.

It is worth noting that a closing General Fund balance of \$5.29 million would equate to 10.0%.

*** Kindly note that the City incurred a total of \$13.34 million of expenses due to these wildfires and we hope to recover the full costs, except some ineligible expenses, from other orders of Government.*

To date the City has already received \$2.74 million. Since a large number of the claims are still under review by the GNWT, Administration has estimated that it would be prudent at this point in time to recognize only \$7.26 million as receivables in our books and to keep \$3.31 million in the General Fund to mitigate any timing differences due to the slow pace of cost recovery.

ALTERNATIVES TO RECOMMENDATION:

That Council direct Administration to amend the 2024 audited financial statements.

RATIONALE:

The Audit Committee reviewed the 2024 Audited Financial Statements at its meeting held on May 7, 2025 and has recommended the adoption of the 2024 Audited Financial Statements.

ATTACHMENTS:

1. Draft Audit Committee Minutes of May 7, 2025 (DM #794203); and
2. 2024 Audited Financial Statements (DM #793367).

Prepared: May 12, 2025; MM

Reviewed: May 12, 2025; KP



CITY OF YELLOWKNIFE

Audit Committee

Wednesday, May 7, 2025 at 5:00 p.m.
Via Teleconference/City Hall – Main Boardroom

MINUTES

Minutes of a meeting held on Wednesday, May 7, 2025 at 5:00 p.m. via conference call and at City Hall in the Main Boardroom. The following Committee members were in attendance:

Chairman: N. Ensing, Chair
Mayor B. Hendriksen, ex-officio
Councilor R. Fequet, (via teleconference)
D. Cruickshank,
J. Toner,
S. McKinney. (via teleconference)

The following members of Administration were in attendance:

S. Van Dine, City Manager
M. Malik, Manager, Financial Services
K. Odundo, Manager, Financial Services
K. Pandoo, Director, Corporate Services, and
S. Jovic, Deputy City Clerk

Delegation: F. Deschenes, a representative from Crow MacKay LLP

Item Description

Call to Order

1. The meeting was called to order at 5:01 p.m.

Opening Statement

2. Chair N. Ensing read the Opening Statement.

Approval of Agenda

3. Committee agreed unanimously to move Item No. 8 on the agenda, a presentation of wildfire claims status, and Item No. 9, a presentation of Management letter and audit findings, before Item No. 6, consideration of memorandum to review 2024 Financial Statements.

4. J. Toner moved,
R. Fequet seconded,

That the Agenda be approved as amended.

MOTION CARRIED UNANIMOUSLY

Disclosure of pecuniary interest and the general nature thereof

5. There were no disclosures of pecuniary interest.

Approval of Minutes

6. J. Toner moved,
Mayor B. Hendriksen seconded,

That the Minutes of February 27, 2024 be approved as presented.

MOTION CARRIED UNANIMOUSLY

Presentation of Wildfire Claims Status by Auditors

7. F. Deschenes provided a presentation regarding Wildfire Claim Status.

Action Item: Administration to liaise with GNWT to accelerate recovery time for cost incurred due to the 2023 wildfires.

Presentation of Management Letter and Audit Findings by Auditors

8. F. Deschenes presented the 2024 Management Letter and results of the 2024 audit.

Presentation and Review of the 2024 Audited Financial Statements

9. F. Deschenes provided a presentation regarding the 2024 Audited Financial Statements.

Consideration of memorandum to review 2024 Audited Financial Statements

10. Committee considered a memorandum whether to accept the recommendation from Administration in regards to Fund balances and Inter-Fund transfers.

Committee noted that the 2024 Financial Statements were prepared by Administration and audited by Crowe MacKay LLP.

Committee further noted that based on the independent audit conducted by Crowe MacKay LLP and the resulting audit report, the Financial Statements present fairly, in all materials respects, the financial position of the City as at 31 December 2024 and its results of operations, its remeasurement gains, its changes in net financial assets and its cash flows for the year ended in accordance with Canadian public sector accounting standards.

11. Mayor B. Hendriksen moved,
J. Toner seconded,

That the Audit Committee recommend that Council:

1. Approve the transfer of \$1.6 million to the Water and Sewer Fund;
2. Approve the transfer of \$4.0 million to the Land Fund; and
3. Keep the General Fund balance at \$12.10 million as at December 31, 2024.
4. Adopt the 2024 Audited Financial Statements.

MOTION CARRIED UNANIMOUSLY

Discussion regarding the timing of the upcoming meetings of Committee

12. Committee discussed the timing of the upcoming meetings of the Audit Committee and noted that evening meetings are the most convenient option for Committee Members.

Next Meeting

13. The next meeting is scheduled for Thursday, June 19, 2025 at 5:00 p.m.

Adjournment

14. D. Cruickshank moved,
J. Toner seconded,

That the meeting be adjourned at 7:20 p.m.

MOTION CARRIED UNANIMOUSLY

Prepared: May 8, 2025 SJ/



Financial Report

For the year ended
December 31, 2024

City of Yellowknife

Financial Statements

December 31, 2024

Draft

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FINANCIAL STATEMENTS DISCUSSION AND ANALYSIS

The following Financial Statements Discussion and Analysis (“FSDA”) has been prepared by Management and should be read in conjunction with the Audited Financial Statements (“the Statements”) and their accompanying notes and schedules. The Statements are prepared in accordance with the principles and standards as established by the Canadian Public Sector Accounting Board (“PSAB”).

The FSDA aims to provide context and commentary on the financial results of the City of Yellowknife (“the City”) for the reporting period January 01 to December 31 2024, as well as provide an update on the reliability of its municipal services and operations as a going concern. In this respect, Management has made every effort to ensure the Statements present a fair accounting of the City’s operating and capital activities for the fiscal year ended December 31, 2024, through ongoing monitoring of all financial affairs of the City. Moreover, the City’s financial results are also recognized and reported in observation of the City’s policies and bylaws, where the Council provides governance and guidance to policy and bylaw changes and approval.

The City’s 2024 Financial Statements include the following individual statements:

1. **Statement of Financial Position** – Provides a summary of the City’s financial and physical assets and liabilities. This statement evaluates the City’s ability to finance its activities and satisfy its obligations and contractual commitments.
2. **Statement of Operations and Accumulated Surplus** – Provides a summary of the funds raised by the City, expenses incurred and results of the fiscal year as annual surplus or deficit, and summarizes the change in accumulated surplus.
3. **Statement of Remeasurement Gains and Losses** – Summarizes the unrealized gains and losses until the asset or liability is disposed of or settled at which point the gains or losses are recognized in the Statement of Operations.
4. **Statement of Changes in Net Financial Assets** – Reports the changes in net financial assets or debt at year-end. This statement provides information regarding the extent to which expenditures in the year were met by revenues recognized in the year and is a key indicator of the city’s overall financial health.
5. **Statement of Cash Flows** – Reports the cash resources provided by operations and financing and how cash was used during the reporting period. It reflects the net change in cash and cash equivalents since the last reporting period.

The Statements also include schedules that provide details on Tangible Capital Assets, Segment Disclosures, Government Transfers and Grants, Salaries, Honoraria and Travel Expenses of the City Council.

FUNDS AND RESERVES

The Statements reflect all resources and operations controlled by the City and include departments, funds and reserves. A fund is a grouping of accounts that is used to maintain control over resources that have been segregated for specific activities or objectives. The City has established the following funds to achieve and demonstrate compliance with finance-related requirements:

1. **General Fund** reports on tax supported operations, which include services provided by the City to the residents such as public safety, parks and recreational services, transit services, street maintenance and administrative and governance support.
2. **Capital Fund** reports on capital projects that are supported by taxes, user fees and/or grants from other orders of government. The Capital Fund comprises of, but is not limited to, reporting on the acquisition and/or construction of: streets, parks and recreation facilities, water and sewer infrastructure and other municipal facilities.

3. **Water and Sewer Fund** reports on activities related to the provision of piped and trucked water and sewer services. The revenue is derived from user fees.
4. **Solid Waste Management Fund** reports on activities related to garbage and waste collection services. The revenue is derived from user fees.
5. **Land Development Fund** reports on activities related to the acquisition, development and sale of municipal lands. The revenue is derived from land sales.
6. **Service Connection Failure Assistance Fund (SCFA)** – established to provide residents with a low-cost program to cover water and sewer service repairs. The revenue is derived from user fees.

City Council has approved the establishment of Reserves. Reserves are a portion of the City's surplus that is retained or set aside for future use. The City has established three Capital Reserves and five Operating Reserves.

1. **Information Technology Reserve, Mobile Equipment Replacement Reserve, and the Major Community Facility Reserve** have been set-up to finance current and anticipated future capital projects, thereby reducing the need to issue debt.
2. **Downtown Development Reserve, Heritage Reserve, Samuel Colley Donation Reserve, Revitalization Initiative Reserve and Community Grant Reserve** provide designated revenue to fund expenses related to future initiatives in these areas.

FINANCIAL OVERVIEW

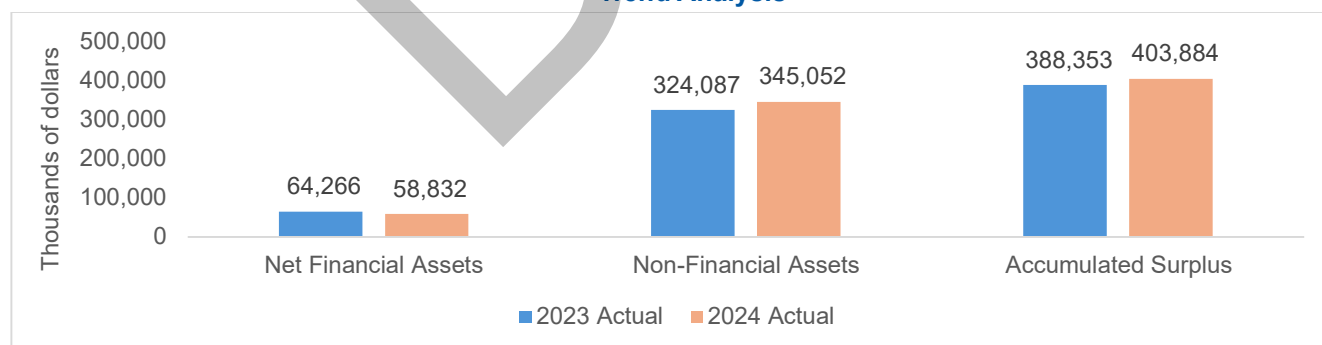
Key financial highlights for 2024 are as follows:

Financial Position

The Public Sector Accounting Board (PSAB) puts greater emphasis on the Statement of Financial Position, which shows the long-term fiscal health of the municipality, as opposed to a traditional operating statement or, in the case of public sector organizations, the Statement of Operations, which reflects a more short-term perspective.

The City's financial position remains strong as of December 31, 2024. The Accumulated Surplus, also known as municipal equity, increased from \$388.35 million in 2023 to \$403.88 million in 2024.

Trend Analysis



The Accumulated Surplus, undoubtedly, is one of the biggest source of misunderstanding when it comes to municipal finances. The latter represents the value of the City and consists of both restricted and unrestricted reserves and equity invested in tangible capital assets. The Accumulated Surplus balance is attributed to all assets exceeding all liabilities over time rather than suggesting that the City has an enormous balance of cash to spend towards service deliveries or new capital projects.

Nevertheless, the positive Accumulated Surplus balance at the end of 2024 indicates that the City has sufficient net resources to be able to provide services in the future.

Statement of Financial Position Summary (in thousands of dollars)

	2024 Actual	2023 Actual	Year over Year Change
Net Financial Assets	58,832	64,266	(5,434)
Non-Financial Assets	345,052	324,087	20,965
Accumulated Surplus	403,884	388,353	15,531
Accumulated Surplus Breakdown:			
Accumulated Operating Surplus	403,923	388,211	15,712
Accumulated Remeasurement Gains/(Loss)	(39)	142	(181)
Accumulated Surplus	403,884	388,353	15,531

The calculation to gauge the City's financial strength and long-term sustainability also comprises of both Net Financial Assets and Non-Financial Assets. If the Net Financial Assets represent the excess of financial assets over liabilities and reflect the City's funds and reserves, the Non-Financial Assets are comprised largely of tangible capital assets (TCA), and include, inventories of materials and supplies and prepaid expenses.

At December 31, 2024 the Net Financial Assets totaled \$58.83 million (2023 – \$64.27 million). As depicted above, there was an overall decrease of \$5.44 million in the Net Financial Assets compared to the prior year due to a combination of movements, positive and negative, in the City's cash balances, grants receivables, accounts payables and deferred revenue. There were numerous one-time grant funding received in 2023 that were no longer available as well as a lesser claim for the Investing in Canada Infrastructure Program for the Paving Project in 2024. These two factors mainly influenced this downward trend.

Conversely, the value of Non-Financial Assets was \$345.05 million at December 31, 2024 (2023 - \$324.09 million). In the end, the Non-Financial Assets increased by \$20.97 million over the prior year, predominantly due to significant progress made at the aquatic center (\$31.43 million), and investments of around \$1.84 million in City's facilities, roads and sidewalks.

Finally, the City's debt consists of Interest Rates Swaps, which help reduce its exposure to interest rate fluctuations. PSAB requires that these Interest Rates Swaps be evaluated against market rates annually and their values be updated accordingly. By the end of 2024, there was an unrealized loss of thirty-nine thousand in the market value of these Interest Rate Swaps due to unfavorable economic and market conditions. This has been reported in the Statement of Remeasurement Gains.

Financial Operations

The Statement of Operations and Accumulated Surplus summarizes the City's operating results.

Statement of Operations and Accumulated Surplus Summary (in thousands of dollars)

	2024 Actual	2023 Actual	Year over Year Change
Revenues	77,347	80,480	(3,133)
Expenses	(83,435)	(85,465)	2,030
Annual Operating Deficit before Capital Items	(6,088)	(4,985)	(1,103)
Government Transfers related to Capital	23,830	31,613	(7,783)
Minor Capital Expenses	(2,030)	(1,210)	(820)
Annual Operating Surplus	15,712	25,418	(9,706)

In 2024, contributing positively to the City's good financial position, total revenues collected was \$77.35 million (2023 - \$80.48 million); a decreased of \$3.13 million (-3.90%) from the prior year. However, while it might sound alarming, some level of drop was anticipated in 2024 since in 2023 there were one-off revenues that were accounted for in this figure due to wildfire claims. Nonetheless, it is important to note that the impact of this reduction was partially offset by growth in revenues collected from property taxes and user fees.

Correspondingly, Expenses also declined because of extraordinary expenses incurred in 2023 but not present in 2024. The total amount was lesser by 2.40% (\$2.13 million) as compared to 2024.

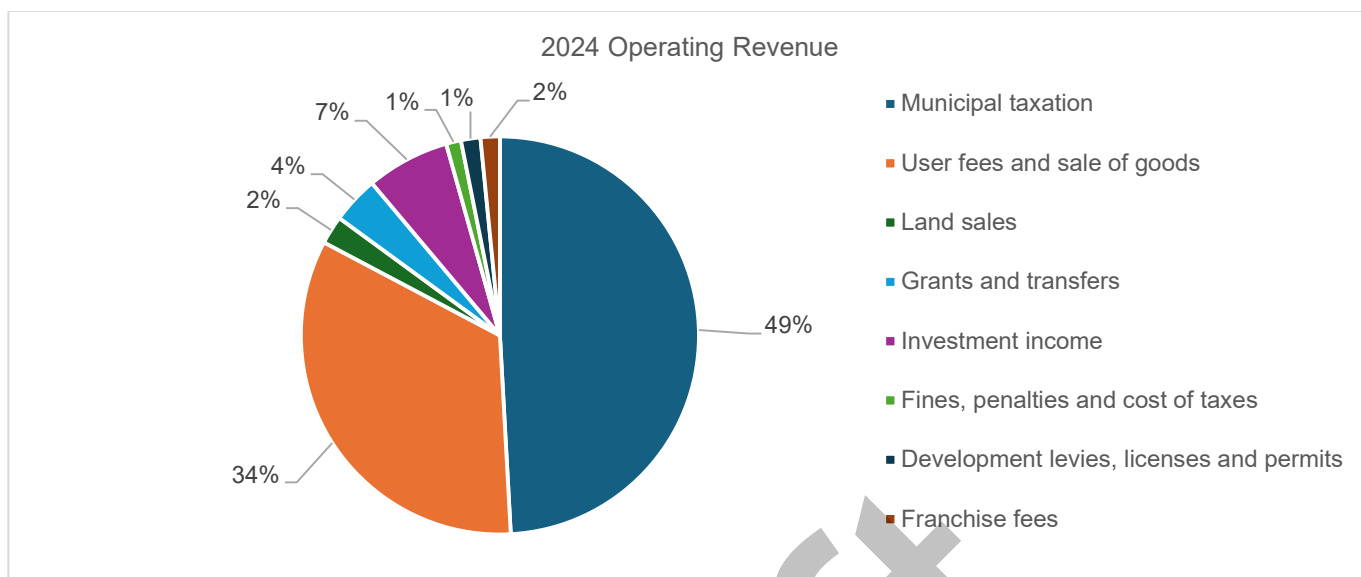
In a nutshell, the City's results ended 2024, as reflected by the Annual Operating Surplus, on a positive note of \$15.71 million (2023 - \$25.42 million) after considering government grants related to capital expenses of \$23.83 million (2023 - \$31.61 million) and Minor Capital adjustments of \$2.03 million (2023 - \$1.21 million). This further strengthened the City's financial position and indicated the City's capacity to meet its future financial obligations.

A crucial point to remember is that Government Transfers related to Capital Expenditures are restricted to their intended use and cannot be used to finance operating costs.

Operating Revenues

Property tax is the City's primary source of revenue, even if User Fees and Sales and Government Transfers also provides a steady stream of income. During the reporting year, there was a slight growth of 0.90% in the total taxable assessment resulting in a corresponding marginal increase in taxation revenue. Despite this slow growth, Property taxation represented forty-nine percent (49%) of the total revenue in 2024.

In the same instance, the City collected approximately \$26.09 million in User Fees and Sales of goods, which represented 34% of the pie. As usual, water and sewer and Emergency Services Ambulance related charges were the highest contributors in this segment.

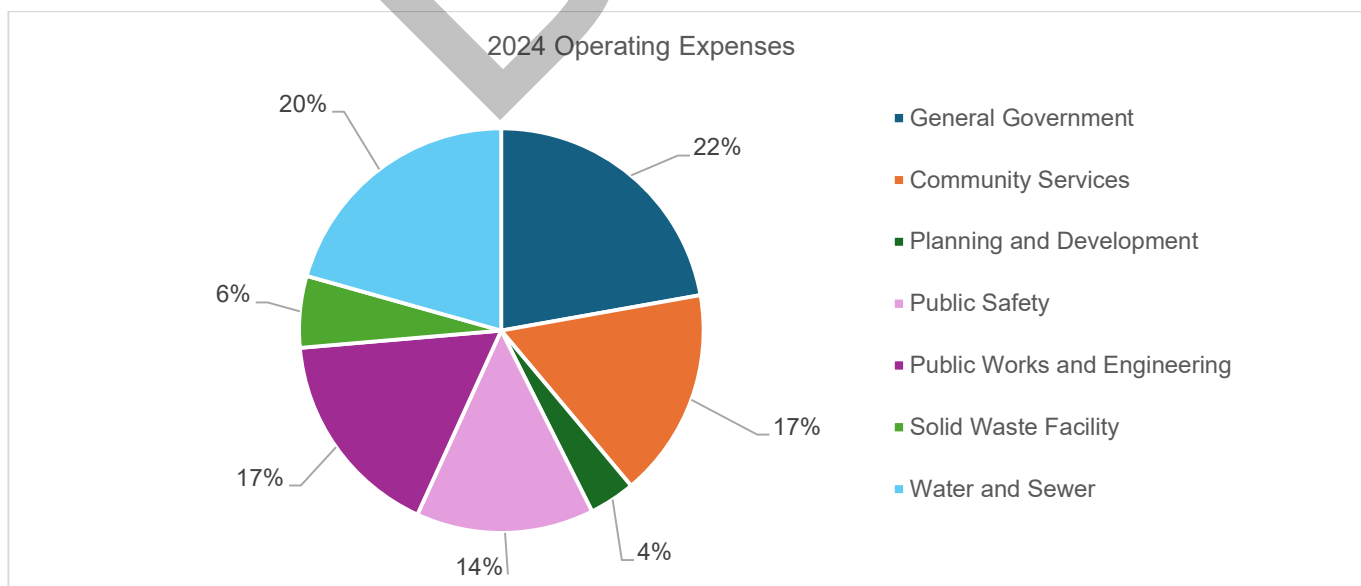


Additionally, Investment income (7%) and Government grants (4%) were another important source of proceeds and totaled a combined \$8.18 million in 2024. However, due to their nature, the amount earned and received oscillates from year to year and lacks the predictability and reliability required for strong financial planning.

It is noteworthy to mention that the City is subject to credit risk with respect to property tax receivables, trade and other receivables. Credit risk arises from the possibility that taxpayers and residents to whom the City provides services may experience financial difficulty and be unable to fulfill their obligations. Even so, it is comforting to note that the substantial number and diversity of taxpayers and residents minimizes the credit risk resulting in a small number of defaults.

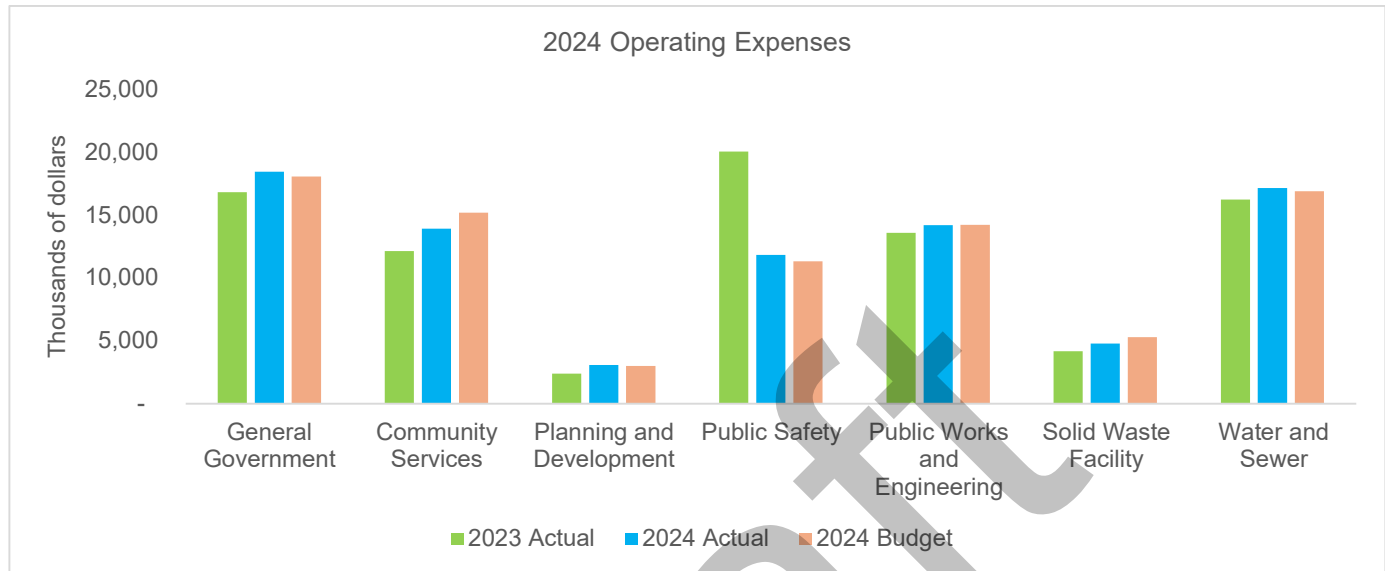
Operating Expenses

In the delivery of municipal services, the City incurs expenditures for work performed by employees, vendors and contractors to provide for City services. This requires careful cash flow management as the City's expenditures are subject to inflationary pressures and volatile market conditions.



In 2024, without much surprise, administration services (22%); the delivery of clean drinking water, maintenance of water & sewer infrastructure and provision of sewer services (20%); the maintenance of roads, sidewalks and snow clearing (17%); and the provision of recreation and leisure opportunities (17%) were the main cost centers.

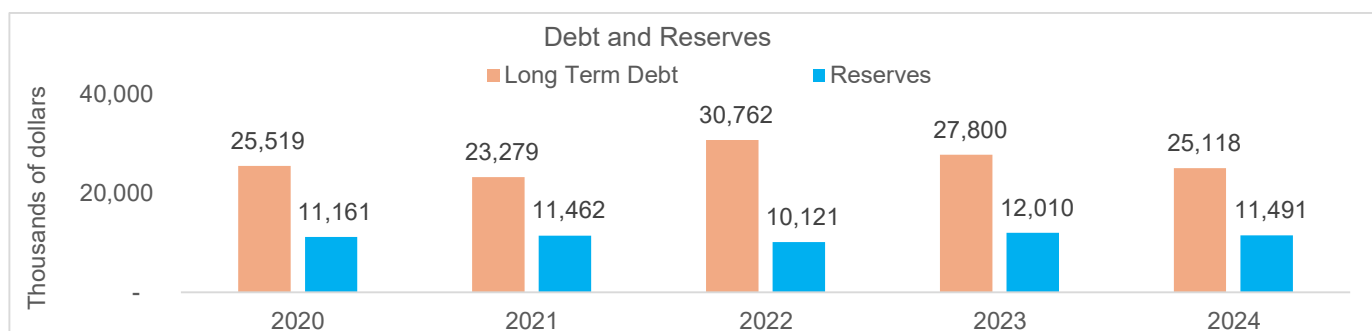
Trend Analysis



FUTURE OUTLOOK

As mentioned above, following an eventful 2023, which affected operating revenues and costs that year, 2024 provided an opportunity for the City of Yellowknife to recover and look forward to the future. Maintaining long-term fiscal stability remains a key priority for both Administration and Council, with an emphasis on continuous improvement of processes and services as part of the City's strategic approach.

In recent years, the City has strengthened its financial health through prudent budgeting, resulting in improved liquidity levels, as we continue to invest in important infrastructure and initiatives. This financial stability provides a sufficient cushion to utilize reserves while mitigating unexpected expenses. Additionally, the City's ability to adapt its revenue and expenditure strategies has enabled it to maintain manageable debt and reserve levels, even amid challenging economic conditions.



However, it is a known fact that the challenges and financial pressures that the City has been facing over the last few years have not changed; and as such, an even more prudent fiscal management is essential moving forward to enable us navigate this landscape full of uncertainty.

Hence, Financial Planning, which enables stewardship of assets and on-going continuity of the City, has become an even more critical tool for Administration and Council to strive towards ongoing fiscal responsibility and sustainability. With upcoming infrastructure challenges and some of the City's important Funds trending towards deficit, it has become vital for the City to add an extra layer of discipline when it comes to long-range financial planning and decision-making. As part of this approach, the City will need to review its fee structures and Levels of Services for various services as well as advocate both the Government of Northwest Territories and the Federal Government for continued and enhanced financial support.

Furthermore, the City's population growth has remained minimal, and its economy remains relatively concentrated, relying heavily on the public and natural resource sectors. Given the persistent inflationary pressures and rising costs of labor and materials, along with the high cost of living, supply chain challenges, and the increasing frequency of weather-related disruptions, it is crucial to strengthen demographic trends and expand the City's tax base. Enhancing the referenced factors will help provide a financial buffer for City's residents against future debt obligations and rising expenditures.

FINAL THOUGHTS

Despite the upcoming challenges, the City of Yellowknife continues to be in a good financial position. This allows us to pursue innovative programs, projects and policies that contribute to our City's reputation as a great place to live. Thank you all for your commitment and partnership as we achieve even greater heights in the next year(s) and continue to make the City of Yellowknife a wonderful place to live, work and invest.

The City of Yellowknife's Audited Financial Statements for year ended December 31, 2024, can be found on our website at www.yellowknife.ca. If you have any questions or concerns, please contact the Director of Corporate Services at 867-920-5600.

Kavi Pandoo, MPAcc, CPA, FCCA
Director, Corporate Services
May 26, 2025

MANAGEMENT'S RESPONSIBILITY FOR FINANCIAL STATEMENTS

For the year ended December 31, 2024

City of Yellowknife management is responsible for the preparation and presentation of the accompanying financial statements, including responsibility for significant accounting judgments and estimates in accordance with Canadian public sector accounting standards and ensuring all information in the annual report is consistent with the financial statements. This responsibility includes selecting appropriate accounting principles and methods and making decisions affecting the measurement of transactions in which objective judgment is required.

In discharging its responsibilities for the integrity and fairness of the financial statements, management designs and maintains the necessary accounting systems and related internal controls to provide reasonable assurance that transactions are authorized, assets are safeguarded, and financial records are properly maintained to provide reliable information for the preparation of financial statements.

City Council is composed of elected officials who are not employees of the Municipality. City Council is responsible for overseeing management in the performance of its financial reporting responsibilities. City Council carries out its responsibility for review of the financial statements primarily through the Audit Committee. The Audit Committee meets regularly with management to discuss financial matters, including the results of audit examinations. The Audit Committee reports its findings to City Council for its consideration in approving the financial statements for issuance.

The financial statements have been reported on by Crowe MacKay LLP Chartered Professional Accountants. The independent auditors' report outlines the scope of their audit and their opinion on the presentation of the information included in the financial statements.

Stephen Van Dine
City Manager
May 26, 2025

Kavi Pandoo, MPAcc, CPA, FCCA
Director of Corporate Services
May 26, 2025

AUDIT COMMITTEE'S REPORT

For the year ended December 31, 2024

The Audit Committee oversees the City's financial reporting process on behalf of City Council. The Committee is comprised of: Acting Mayor Ben Hendriksen (ex-officio), Councilor Tom McLennan, Dane Cruickshank, Sue McKinney, Nathan Ensing and Janet Toner.

The Committee reports directly to City Council and has complete access to all City records. The Committee meets regularly with the independent auditors to discuss the independence of the auditors, the scope and key risk areas for the audit, the results of their examinations, the evaluations of the City's internal controls, the overall quality of the City's external financial reporting and other matters required by Canadian public sector accounting standards.

Management has the primary responsibility for the financial statements and the reporting process, including the system of internal controls. Management represents that the City's financial statements are prepared in accordance with Canadian public sector accounting standards. Based on the Committee's review of the financial statements and discussions with Administration and the independent auditors, the Committee recommends that City Council adopt the audited financial statements for the year ended December 31, 2024.

Nathan Ensing, CPA
Chairperson
May 26, 2025



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INDEPENDENT AUDITORS REPORT

To the Mayor and Members of Council of the City of Yellowknife:

Report on the Audit of the Financial Statements

Opinion

We have audited the financial statements of the City of Yellowknife (the “City”), which comprise the statement of financial position as at December 31, 2024 and the statements of operations and accumulated surplus, remeasurement gains, changes in net financial assets and cash flows for the year then ended, and notes to the financial statements including a summary of significant accounting policies.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the City as at December 31, 2024 and its results of operations, its remeasurement gains, its changes in net financial assets and its cash flows for the year then ended in accordance with Canadian public sector accounting standards.

Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards. Our responsibilities under those standards are further described in the “Auditors’ Responsibilities for the Audit of the Financial Statements” section of our report. We are independent of the City in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Other Information (Information Other than the Financial Statements and Auditor’s Report Thereon)

Management is responsible for the other information. The other information comprises the Financial Statement Discussion and Analysis but does not include the financial statements and our auditors’ report thereon.

Our opinion on the financial statements does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact. We have nothing to report in this regard.

Responsibilities of Management and Those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with Canadian public sector accounting standards, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing the City's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate the City or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the City's financial reporting process.

Auditors' Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditors' report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian generally accepted auditing standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements. As part of an audit in accordance with Canadian generally accepted auditing standards, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the City's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the City's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditors' report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditors' report. However, future events or conditions may cause the City to cease to continue as a going concern.

- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Report on Other Legal and Regulatory Requirement

We further report in accordance with the *Cities, Towns and Villages Act* that, in our opinion, proper books of account have been kept by the City, the financial statements are in agreement therewith and the transactions that have come under our notice, have, in all significant respects, been made in accordance with the *Cities, Towns and Villages Act*, the regulations and the by-laws of the City.

May 26, 2025
Yellowknife, Northwest Territories

Crowe MacKay LLP
Chartered Professional Accountants

STATEMENT OF FINANCIAL POSITION

As at December 31, 2024 (in thousands of dollars)

	2024	2023
Financial Assets		
Cash and cash equivalents (Note 3)	\$ 107,814	\$ 132,149
Grants receivable (Note 4)	9,494	14,761
Taxes receivable (Note 5)	4,561	1,524
Water and sewer receivable (Note 6)	1,726	1,632
Other receivable (Note 7)	6,628	7,346
Local improvement charge receivable (Note 8)	11,873	12,456
Land held for resale (Note 9)	928	1,952
Total Financial Assets	143,024	171,820
Liabilities		
Accounts payable and accrued liabilities	13,249	22,341
Accrued employee benefits (Note 10)	4,473	4,277
School taxes payable	2,948	5,838
Deposits payable	2,902	2,807
Deferred revenue (Note 11)	16,836	26,610
Debt (Note 12)	25,118	27,800
Asset retirement obligations (Note 13)	18,666	17,881
Total Liabilities	84,192	107,554
Net Financial Assets	58,832	64,266
Non-Financial Assets		
Tangible capital assets	342,858	321,409
Inventories	1,386	1,183
Prepays	808	1,495
	345,052	324,087
Accumulated Surplus	403,884	388,353
Accumulated surplus is comprised of:		
Accumulated operating surplus	403,923	388,211
Remeasurement gains (losses)	(39)	142
Accumulated Surplus	\$ 403,884	\$ 388,353
Contingencies (Note 16)		
Commitments (Note 17)		
Contractual rights (Note 20)		

See accompanying notes and schedules to the financial statements

Approved by:

Mayor

Stephen Van Dine
City Manager

STATEMENT OF OPERATIONS AND ACCUMULATED SURPLUS

	2024 Budget	2024 Actual	2023 Actual
<i>For the year ended December 31, 2024 (in thousands of dollars)</i>			
Revenues			
Municipal taxation			
Property taxes	\$ 37,858	\$ 38,165	\$ 36,512
Payments in lieu of taxes	-	11,416	10,895
School taxes	-	(11,650)	(11,565)
Net municipal taxation	37,858	37,931	35,842
User fees and sale of goods	24,862	26,092	23,703
Land sales	1,500	1,789	2,419
Grants and transfers	1,091	2,951	9,223
Investment income	5,182	5,230	5,748
Fines, penalties and cost of taxes	893	938	658
Development levies, licenses and permits	1,031	1,207	1,801
Franchise fees	1,148	1,209	1,086
Total Revenues	73,565	77,347	80,480
Expenses			
General Government	18,076	18,471	16,847
Community Services	15,191	13,915	12,153
Planning and Development	2,983	3,057	2,384
Public Safety	11,331	11,842	20,079
Public Works and Engineering	14,241	14,209	13,596
Solid Waste Facility	5,280	4,773	4,149
Water and Sewer	16,903	17,168	16,257
Total Expenses	84,005	83,435	85,465
Annual Operating Surplus (Deficit) before Other	(10,440)	(6,088)	(4,985)
Government transfers related to capital	19,806	23,830	31,613
Minor capital expense	(8,252)	(2,030)	(1,210)
Annual Operating Surplus after Other	1,114	15,712	25,418
Accumulated Operating Surplus, Beginning of Year	383,007	388,211	362,793
Accumulated Operating Surplus, End of Year	\$ 384,121	\$ 403,923	\$ 388,211

See accompanying notes and schedules to the financial statements

STATEMENT OF REMEASUREMENT GAINS AND LOSSES

<i>For the year ended December 31, 2024 (in thousands of dollars)</i>	2024	2023
Accumulated remeasurement gains at the beginning of the year	\$ 142	\$ -
Unrealized gains (losses) attributable to:		
Market value gain (loss) on interest rate swap (Note 12)	(181)	142
Accumulated remeasurement gains (losses) at the end of year	\$ (39)	\$ 142

See accompanying notes and schedules to the financial statements

Draft

STATEMENT OF CHANGES IN NET FINANCIAL ASSETS

	2024 Budget	2024 Actual	2023 Actual
<i>For the year ended December 31, 2024 (in thousands of dollars)</i>			
Annual Operating Surplus	\$ 1,114	\$ 15,712	\$ 25,418
Acquisition of tangible capital assets	(23,466)	(37,401)	(39,165)
Adjustment on adoption of asset retirement obligation	-	-	(11,651)
Amortization of tangible capital assets	15,993	15,876	16,001
Loss on disposal of tangible capital assets	-	76	35
	(7,473)	(21,449)	(34,780)
Increase (decrease) in inventories and prepaid expenses	-	484	(738)
Net remeasurement gain (loss) for the year	-	(181)	142
Increase (decrease) in Net Financial Assets	(6,359)	(5,434)	(9,958)
Net Financial Assets, Beginning of Year	64,266	64,266	74,224
Net Financial Assets, End of Year	\$ 57,907	\$ 58,832	\$ 64,266

See accompanying notes and schedules to the financial statements

STATEMENT OF CASH FLOWS

For the year ended December 31, 2024 (in thousands of dollars)

	2024	2023
Net inflow (outflow) of cash related to the following activities:		
Operations		
Annual operating surplus	\$ 15,712	\$ 25,418
Non-cash changes to operations:		
Amortization of tangible capital assets	15,876	16,001
Loss on disposal of tangible capital assets	76	35
Accretion expense	785	788
Asset retirement liability expense	-	190
	32,449	42,432
Change in non-cash working capital balances related to operations:		
Grants receivable	5,267	(7,674)
Taxes receivable	(3,037)	(135)
Water and sewer receivable	(94)	(72)
Other receivable	718	(1,319)
Local improvement charge receivable	583	593
Land held for resale	1,024	405
Inventories	(203)	16
Prepays	687	(754)
Accounts payable and accrued liabilities	(9,092)	13,615
Accrued employee benefits	196	(47)
School taxes payable	(2,890)	2,907
Deposits payable	95	314
Deferred revenue	(9,774)	2,449
	(16,520)	10,298
Net Cash provided from Operations	15,929	52,730
Capital		
Acquisitions of tangible capital assets	(37,401)	(39,165)
Financing		
Debt repayments	(2,863)	(2,819)
Increase (decrease) in Cash and Cash Equivalents	(24,335)	10,746
Cash and Cash Equivalents, Beginning of Year	132,149	121,403
Cash and Cash Equivalents, End of Year	\$ 107,814	\$ 132,149

See accompanying notes and schedules to the financial statements

NOTES TO THE FINANCIAL STATEMENTS

For the year ended December 31, 2024 (in thousands of dollars)

1. SIGNIFICANT ACCOUNTING POLICIES

The financial statements of the City of Yellowknife (the "City") are the representations of management prepared in accordance with Canadian public sector accounting standards as prescribed by the Public Sector Accounting Board ("PSAB"). Significant aspects of the accounting policies adopted by the City are as follows:

a) Reporting Entity

The financial statements reflect the financial assets, liabilities, non-financial assets, accumulated surplus, revenues and expenses and changes in financial position of the City. It is comprised of the departments that are controlled by the City and are, therefore, accountable to Mayor and Council for the administration of their financial affairs and resources. There are no external organizations that currently meet the criteria of forming part of the reporting entity. The financial statements include the operations of the General Fund, the Land Development Fund, the Solid Waste Management Fund, the Water and Sewer Fund, the Capital Fund, and the Service Connection Failure Assistance Fund ("SCFA"), reserves and equity in tangible capital assets.

b) Basis of Accounting

The financial statements are prepared using the accrual basis of accounting. The accrual basis of accounting records revenue in the period it is earned and measurable. Expenses are recognized in the period they are incurred and measurable based upon receipt of goods or services and/or legal obligation to pay.

c) Cash and Cash Equivalents

Cash and cash equivalents consist of cash on deposit and money market funds with maturity terms of three months or less at acquisition.

d) Designated Assets

The City has designated assets that are distinct from restricted assets. Unlike restricted assets, the City can readily change the by-law or resolution and use the designated assets for another purpose if the need arises. Designated assets are made up of reserves that have been established at the discretion of Council to set aside funds for future operating and capital expenses.

e) Land Held for Resale

Land held for resale is recorded at the lower of cost and the net recoverable amount. The net recoverable amount is the amount the City estimates it will collect from the sale of the land inventory. Inventory includes costs of acquisition, lot servicing and infrastructure.

Valuation of land is subject to significant measurement uncertainty because sales of large parcels of land are subject to Council's approval of proposed developments.

f) Deferred Revenue

Deferred revenue consists of government transfers for which the events giving rise to the transfer have not yet occurred and capital contributions from third parties to be used for specified capital projects. The deferred revenue will be recognized in the financial statements as revenue in the period in which the related expenses or capital expenditures are incurred or related services are performed.

NOTES TO THE FINANCIAL STATEMENTS

For the year ended December 31, 2024 (in thousands of dollars)

1. SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

g) Asset Retirement Obligations

A liability is recognized when, as at the financial reporting date, all of the following criteria are met:

- there is a legal obligation to incur retirement costs in relation to a tangible capital asset;
- the past transaction or event giving rise to the liability has occurred;
- it is expected that future economic benefits will be given up; and
- a reasonable estimate of the amount can be made.

Liabilities are recognized for statutory, contractual or legal obligations associated with the retirement of tangible capital assets when those obligations result from the acquisition, construction, development or normal operation of the assets. The asset retirement obligation liability recognized is based on estimated future expenses. The liability is discounted using a present value calculation and the resulting costs capitalized into the carrying amount of the related tangible capital asset. In subsequent periods, the liability is adjusted for accretion and any changes in the discount rate or in the amount or timing of the underlying future cash flows. The capitalized asset retirement cost is amortized on the same basis as the related asset and accretion expense is included in the Statement of Operations.

h) Liability for Contaminated Sites

Contaminated sites are a result of contamination being introduced into air, soil, water or sediment of a chemical, organic or radioactive material or live organism that exceeds an environmental standard. The City recognizes a liability for remediation of contaminated sites when the following criteria have been met:

- i) an environmental standard exists;
- ii) contamination exceeds the environmental standard;
- iii) the City is directly responsible or accepts responsibility;
- iv) it is expected that future economic benefits will be given up; and
- v) a reasonable estimate of the amount can be made.

The best estimate of the liability includes all costs directly attributable to remediation activities and is reduced by expected net recoveries based on information available. At each financial reporting date, management reviews the carrying amounts of the liability. Any revision required to the amount previously recognized is accounted for in the period revisions are made. As of December 31, 2024, the City has determined that no liability exists.

i) Financial Instruments

Measurement

The City measures all its financial assets and financial liabilities at cost or amortized cost, except interest rate swaps which are measured at fair value without any adjustment for transaction costs. The effective interest rate method is used to determine interest revenue or expenses for financial instruments measured at amortized cost.

Financial assets measured at amortized cost include cash and cash equivalents, grants receivable, taxes receivable, water and sewer receivable, other receivable, and local improvement charge receivable. Financial liabilities measured at amortized cost include accounts payable and accrued liabilities, school taxes payable, deposits payable and debt.

NOTES TO THE FINANCIAL STATEMENTS

For the year ended December 31, 2024 (in thousands of dollars)

1. SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

i) Financial Instruments (Continued)

Measurement (Continued)

Financial instruments measured at fair value include interest rate swaps, classified as level 2.

Fair value measurements are classified using a fair value hierarchy that reflects the significance of the inputs used in making the measurements. The fair value hierarchy used has the following levels:

- Level 1 – Unadjusted quoted prices in active markets for identical assets or liabilities;
- Level 2 – Inputs other than quoted prices included within Level 1, that are observable for the asset or liability either directly, such as prices, or indirectly, such as those derived from prices; and
- Level 3 – Inputs for the asset or liability that are not based on observable market data; assumptions are based on the best internal and external information available and are most suitable and appropriate based on the type of financial instrument being valued in order to establish what the transaction price would have been on the measurement date in an arm's length transaction.

Unrealized gains and losses from changes in the fair value of financial instruments are recognized in the Statement of Remeasurement Gains and Losses. Upon settlement, the cumulative gain or loss is reclassified from the Statement of Remeasurement Gains and Losses and recognized in the Statement of Operations. Interest and dividends attributable to financial instruments are reported in the Statement of Operations.

Transaction Costs

Transaction costs attributable to financial instruments measured at fair value are recognized in the Statement of Operations in the period incurred. Transaction costs for financial instruments measured at cost or amortized cost are recognized in the original cost of the instrument.

Impairment

At the end of each reporting period, management assesses financial assets or groups of financial assets for evidence of objective impairment. An impairment loss is recognized in the Statement of Operations when there is a loss in value that is other than temporary. Future recoveries of impaired financial assets are recognized in the Statement of Operations when received. In the case of an item in the fair value category, a reversal of any net remeasurement gains recognized in previous reporting periods up to the amount of the write-down is reported in the Statement of Remeasurement Gains and Losses.

j) Non-Financial Assets

Non-financial assets are not available to discharge existing liabilities and are held for use in the provision of services. They have useful lives extending beyond the current year and are not intended for sale in the ordinary course of operations. The change in non-financial assets during the year, together with the excess of revenues over expenses, provides the change in net financial assets for the year.

NOTES TO THE FINANCIAL STATEMENTS

For the year ended December 31, 2024 (in thousands of dollars)

1. SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

k) Tangible Capital Assets

Tangible capital assets are recorded at cost less accumulated amortization. Costs include all amounts that are directly attributable to acquisition, construction, development or betterment of assets. Tangible capital assets received as contributions are recorded at their fair value at the date of receipt when fair value can be reasonably estimated. Amortization is recorded on a straight-line basis over the expected useful life of each asset and commences on the first day of the fiscal year subsequent to acquisition or betterment and ceases on the last day of the fiscal year prior to disposal. Work in progress (assets under construction) are not amortized until the asset is available to begin delivery of its intended service value.

The City regularly assesses the future economic benefits of its tangible capital assets. If there is a permanent reduction in future economic benefit of a tangible capital asset, the asset is written-down to the expected benefit. Write-downs are not reversed. Estimated useful life of tangible capital assets is as follows:

	Useful life
Land	Not amortized
Buildings	40-50 years
Roads & sidewalks infrastructure	20 years
Water & sewer infrastructure	10-40 years
Other infrastructure	8-40 years
Vehicles	10-21 years
Equipment	4-30 years
Work in progress	Not amortized

l) Inventories

Inventories held for consumption are recorded at the lower of cost or replacement cost.

m) Government Transfers

Government transfers are recognized as revenues in the period when the transfer is authorized and any eligibility criteria are met, except to the extent that transfer stipulations give rise to an obligation that meets the definition of a liability, in which case transfers are recognized as deferred revenue. Transfer revenue is recognized in the Statement of Operations as the stipulation liabilities are settled.

n) Land Sales

Land sales are recognized as of the earlier of the transfer of title or transfer of possession under an agreement to sell.

o) School Taxes

School taxes are levied by the City on behalf of the School Boards and are not reported as revenue. The school mill rate set by Council is the rate necessary to meet the requisitions of the School Boards. School Board requisitions are paid quarterly and the fourth payment is paid subsequent to the City's year end. All school taxes, net of uncollectible accounts, are paid or payable to the School Boards.

NOTES TO THE FINANCIAL STATEMENTS

For the year ended December 31, 2024 (in thousands of dollars)

1. SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

p) Property Taxes

Property taxes are a function of assessed values and mill rates. The assessed values are determined through application of Territorial legislation and the mill rates are set by Council. The revenue is recognized in the period the taxes are levied.

q) Revenue Recognition

User fees and sale of goods are recognized as revenue when the services or goods are provided and there is reasonable assurance of collections. Investment income is recorded as revenue in the period earned. All other revenues are recognized in the year that the events giving rise to the revenues occur and the revenues earned.

r) Local Improvement Charges

When a service or improvement is deemed to benefit a specific area more than the municipality as a whole, the City may levy a local improvement charge on the impacted properties. The local improvement charge is recognized as a revenue in the year the project is substantially complete.

s) Minor Capital Expenses

Minor capital expenses represent the total of minor capital purchases that do not meet the City's criteria for classification as tangible capital assets but are funded through the capital budget. They are recognized as expenses in the period in which they are acquired and are reported at cost.

t) Accrued Employee Benefit

The City and its employees make contributions to the Northern Employee Benefits Services Pension Plan. As this plan is a multi-employer plan, contributions are expensed as incurred.

Compensated absences, long service bonuses and termination benefits also accrue to the City's employees. The liabilities related to these employee benefits are actuarially determined based on service and best estimates of retirement ages and expected future salary and wage increases. The liabilities under these benefit plans are accrued based on projected benefits prorated as employees render services necessary to earn the future benefits. Actuarial gains and losses on the accrued benefit obligation arise from differences between actual and expected experience and from changes in the actuarial assumptions used to determine the accrued benefit obligation. The accumulated actuarial gains and losses are amortized over the average remaining service period of the active employees.

u) Measurement Uncertainty

The preparation of the financial statements in conformity with Canadian public sector accounting standards requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the amounts of revenues and expenses during the period. Significant items subject to estimates include the asset retirement obligations, accrued receivables, accrued employee benefits, allowances for doubtful accounts, provisions for contingencies, land held for resale and the determination of useful lives of tangible capital assets. These estimates are reviewed periodically and adjustments are reported in earnings in the year in which they become known.

Actual results could differ from these estimates as additional information becomes available in the future.

NOTES TO THE FINANCIAL STATEMENTS

For the year ended December 31, 2024 (in thousands of dollars)

1. SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

v) Budget

Budget figures are those approved by Council on February 12, 2024.

w) Segment Disclosure

The Schedule of Segment Disclosure has been prepared in accordance with PSA Handbook Section PS 2700 – Segment Disclosures. The segments selected are to enable users to better understand the government reporting entity and the major revenue and expense activities of the City. For each reported segment, revenues and expenses represent amounts directly attributable to each segment.

The segments have been selected based on a presentation similar to that adopted for the City's financial planning and budgeting processes. Segments include:

General Government:

Includes the revenues and expenses pertaining to Mayor and Council, administration, policy, corporate services, communications, economic development and strategy, human resources, office of the City Clerk, financial services, budgeting and financial reporting, property tax assessment, purchasing and risk management, information technology, Council meetings, asset management, participation in community events, conferences, memberships and public relations.

Community Services:

Includes the revenues and expenses pertaining to recreation programs, City facilities, the library and community grants.

Planning and Development:

Includes the revenues and expenses pertaining to permitting (development, building and mechanical), building and structural inspections, land use planning, development and zoning, and land sales.

Public Safety:

Includes the revenues and expenses pertaining to emergency services (fire, ambulance and dispatch), enforcement (municipal enforcement) and emergency preparedness.

Public Works and Engineering:

Includes the revenues and expenses pertaining to the maintenance and repair of the City's roadways and sidewalks, and the provision of a vehicle service to all City departments. Also included are expenses pertaining to project management of capital programs such as the roads and sidewalks program, the water and sewer program, the land development program, and the major and minor capital works for other City departments.

Solid Waste Facility:

Includes the revenues and expenses pertaining to garbage and waste collection.

NOTES TO THE FINANCIAL STATEMENTS

For the year ended December 31, 2024 (in thousands of dollars)

1. SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

w) Segment Disclosure (continued)

Water and Sewer:

Includes the revenues and expenses pertaining to the provision of piped and trucked water and sewer services.

2. CURRENT AND FUTURE ACCOUNTING CHANGES

Revenue, Section PS 3400

On January 1, 2024 the City adopted Section PS 3400 "Revenue". This standard establishes overall guidance on how to account for and report revenue. The standard makes a distinction between transactions that include performance obligations and those that do not include a performance obligation. The City has applied the change prospectively on the transition date. The adoption of the new requirements had no significant impact on the City's financial statements.

Financial Statement Presentation, Section PS 1202

This standard establishes a new financial reporting model related to a revised conceptual framework. This new reporting model will build upon existing Section PS 1201 of the same name to better respond to the need for understandable financial statements. This Section is effective for fiscal years beginning on or after April 1, 2026, with earlier adoption permitted if the entity adopts the revised conceptual framework at the same time. The impact of the transition to these accounting standards is being reviewed by management.

3. CASH AND CASH EQUIVALENTS

	2024	2023
Cash - unrestricted	\$ 70,172	\$ 84,595
Investment in money market funds - unrestricted	9,293	8,907
Cash held in trust - restricted	22	27
Cash - deferred revenue - restricted (Note 11)	16,836	26,610
Cash - designated for reserves (Note 15)	11,491	12,010
	\$ 107,814	\$ 132,149

The average yield earned from investments in money market funds was 4.30% (2023 - 4.20%)

NOTES TO THE FINANCIAL STATEMENTS

For the year ended December 31, 2024 (in thousands of dollars)

4. GRANTS RECEIVABLE

	2024	2023
Government of Canada		
CanNor Reducing Barriers	\$ 3	\$ -
CIRNAC Giant Mine - Municipal Capacity Building - Training	8	8
Disaster Financial Assistance Program - Wildfire	7,263	8,106
Disaster Mitigation and Adaptation Fund - Submarine Line	81	1,115
New Building Canada Fund and Small Communities Fund (SCF)	-	1,099
Government of the Northwest Territories		
CEP Transportation Initiative	5	5
Economic Development Officer	-	50
Ground Ambulance	-	37
Increasing Waste Diversion (ICIP)	142	584
Lagoon Expansion (ICIP)	103	56
Paving Project (ICIP)	1,888	3,383
Property Assessment	-	125
Public Library Services	-	110
Public Sector Accounting Board - Asset Retirement Obligation	-	40
Transform your Yard	1	14
Visitor Centre TEA 12-2023-2024-80	-	24
Other	-	5
	\$ 9,494	\$ 14,761

5. TAXES RECEIVABLE

	2024	2023
Property taxes receivable	\$ 2,988	\$ 2,544
Payments in lieu of taxes receivable	3,239	646
	6,227	3,190
Less: Allowance for doubtful taxes receivable	(1,666)	(1,666)
	\$ 4,561	\$ 1,524

6. WATER AND SEWER RECEIVABLE

	2024	2023
Water and sewer fees receivable	\$ 2,218	\$ 2,078
Less: Allowance for doubtful receivable	(492)	(446)
	\$ 1,726	\$ 1,632

NOTES TO THE FINANCIAL STATEMENTS

For the year ended December 31, 2024 (in thousands of dollars)

7. OTHER RECEIVABLE

	2024	2023
Land sales and trade accounts receivable	\$ 5,418	\$ 4,484
Community services receivable	490	479
Municipal enforcement receivable	1,152	1,058
Power distribution franchise	1,269	1,140
GST receivable	546	1,317
Others	180	887
	9,055	9,365
Less: Allowance for doubtful taxes receivable	(2,427)	(2,019)
	\$ 6,628	\$ 7,346

8. LOCAL IMPROVEMENT CHARGE RECEIVABLE

	2024	2023
Niven Lake Subdivision - Phase 7	\$ 138	\$ 169
Yellowknife Condominium Corporation No. 8	11,735	12,287
	\$ 11,873	\$ 12,456

a) Niven Lake Subdivision - Phase 7

The City has levied a local improvement charge ("LIC") on certain properties in Blocks 308 and 309, Plan 4204, known as Stage 2, Phase 7, Niven Lake Subdivision to pay for the costs of infrastructure and other local improvements. Each owner of the affected properties is responsible for paying the LIC. The LIC is levied over a fifteen year period which started in January 2014. A 3.59% annual interest rate is charged to recover the carrying costs incurred by the City as a result of the local improvements.

The owner of a property to which the LIC applies may pay the entire balance in full plus interest calculated up to the date of the payment.

b) Yellowknife Condominium Corporation No. 8

The City has levied a LIC on certain properties in Block 163, Plan C2090, known as Yellowknife Condominium Corporation No. 8 ("Condo Corp") to pay for the cost of installing water and sewer infrastructure servicing the Condo Corp. Each owner of the affected properties is responsible for paying the LIC. The LIC is levied over a twenty-five year period which started in January 2016. A 3.30% annual interest rate is charged to recover the carrying costs incurred by the City as a result of the local improvements.

The owner of a property to which the LIC applies may pay the entire balance in full plus interest calculated up to the date of the payment and early repayment fee.

NOTES TO THE FINANCIAL STATEMENTS

For the year ended December 31, 2024 (in thousands of dollars)

9. LAND HELD FOR RESALE

Land held for resale is classified as a financial asset and recognized at total cost of \$928 thousand. Land held for resale has an estimated market value of \$9.79 million (2023 - \$10.86 million).

10. ACCRUED EMPLOYEE BENEFITS

	2024	2023
Net accrued employee benefits obligation	\$ 2,309	\$ 2,108
Vacation and lieu	1,285	1,458
Wages	879	711
	\$ 4,473	\$ 4,277

The City's post employment benefits and compensated absences are comprised of:

Severance pay payable under the various employment agreements. Qualifying employees are entitled to severance pay upon retirement, death or termination of service.

A long service bonus payable to employees upon completion of five years of service and for each subsequent five years of service.

Compensated absences representing benefits expected to be paid during future employee absences in respect of sick leave earned in previous years.

Vacation and lieu and wages representing benefits that have been earned by employees as of December 31, 2024.

An actuarial valuation of the accrued employee benefits obligation was completed as of December 31, 2022 and an extrapolation was completed to December 31, 2024. Actuarial gains and losses are amortized on a straight-line basis over 7 years, which represents the expected average remaining service life of the employee group. Amortization is calculated beginning in the year following the year the actuarial gains or losses occur.

NOTES TO THE FINANCIAL STATEMENTS

For the year ended December 31, 2024 (in thousands of dollars)

10. ACCRUED EMPLOYEE BENEFITS (CONTINUED)

Information about the City's accrued employee benefits obligation is as follows:

	2024	2023
Accrued employee benefits obligation, beginning of year	\$ 2,553	\$ 2,602
Current service cost	186	182
Interest cost	109	110
Benefits paid	(224)	(281)
Actuarial loss (gain)	8	(60)
Accrued employee benefits obligation, end of year	2,632	2,553
Unamortized net actuarial loss	(323)	(445)
Net accrued employee benefits obligation	\$ 2,309	\$ 2,108

Accrued employee benefits obligation is comprised of the following:

	2024	2023
Severance pay	\$ 2,060	\$ 2,006
Long service bonus	127	125
Compensated absences	445	422
Accrued employee benefits obligation, end of year	\$ 2,632	\$ 2,553

Total expenses related to the accrued employee benefits include the following:

	2024	2023
Current service cost	\$ 186	\$ 182
Interest cost	109	110
Amortization of net actuarial loss	130	138
Total expense	\$ 425	\$ 430

The significant actuarial assumptions adopted in measuring the future employee benefit obligations are as follows:

	2024	2023
Discount rate (%)	3.9%	4.2%
Base wage inflation (%)	2.0%	2.0%
Salary merit scale (%)	0.5%	0.5%
Average years of service	7 years	7 years

NOTES TO THE FINANCIAL STATEMENTS

For the year ended December 31, 2024 (in thousands of dollars)

11. DEFERRED REVENUE

	2023	Externally Restricted Inflows	Revenue Earned	2024
Government of the Northwest Territories				
Community Public Infrastructure (CPI)	\$ 7,485	\$ 4,486	\$ (4,010)	\$ 7,961
Tourism Strategy	1	-	-	1
Community Tourism	11	8	-	19
Shop Local	5	1	(6)	-
Ground Ambulance	-	201	(37)	164
SEED	-	20	-	20
Tourism Product Diversification & Marketing	-	8	-	8
Assist Tourism	-	137	-	137
Transform Your Yard	-	26	(15)	11
Sports & Recreation	-	80	(78)	2
Government of Canada				
Federation of Canadian Municipalities Green Municipal Fund (GMF)	28	10	-	38
Giant Mine	226	12	(92)	146
Canada Mortgage and Housing Corporation	2,107	105	(108)	2,104
Gas Tax	14,402	721	(10,503)	4,620
CANNOR Reducing Barriers	140	-	-	140
Reaching Homes	1,912	3,247	(4,084)	1,075
Other	293	364	(267)	390
	\$ 26,610	\$ 9,426	\$ (19,200)	\$ 16,836

NOTES TO THE FINANCIAL STATEMENTS

For the year ended December 31, 2024 (in thousands of dollars)

12. DEBT

	2024	2023
Capital		
TD Canada Trust Swap #904866T, authorized by By-law 4681 to finance the cost of building a new Water Treatment Plant, with monthly payments of \$139 thousand including principal & interest at 3.10%, expiring June 2028.	\$ 5,356	\$ 6,856
TD Canada Trust Swap #909370T, authorized by By-law 4737 to finance the cost of building a new Water Treatment Plant, with monthly payments of \$6 thousand including principal & interest at 3.98%, expiring August 2028.	257	314
TD Canada Trust Swap #909371T, authorized by By-law 4737 to finance the cost of building a new Water Treatment Plant, with monthly payments of \$22 thousand including principal & interest at 3.71%, expiring August 2028.	888	1,110
TD Canada Trust Swap #45777, authorized by By-law 5044 to finance the development of an Aquatic Centre, with monthly payments of \$75 thousand including principal & interest at 4.14%, expiring July 2037.	9,386	9,568
	15,887	17,848
General		
TD Canada Trust Swap #903174T, authorized by By-law 4707 to finance the cost of a local improvement in the Yellowknife Condominium Corporation No. 8 Mobile Home Park, with monthly payments of \$73 thousand including principal & interest at 3.30%, expiring May 2038.	9,094	9,784
TD Canada Trust Swap #920732T, authorized by By-law 4766 to finance the cost of local improvements on certain properties in Stage 2, Phase 7, Niven Lake Subdivision, with monthly payments of \$3 thousand including principal & interest at 3.58%, expiring January 2029.	137	168
	9,231	9,952
	\$ 25,118	\$ 27,800

The City has an operating facility with TD Canada Trust with an authorized limit of \$10 million (2023 - \$10 million), of which \$0 (2023 - \$0) was utilized at year end. The operating facility bears interest at prime minus 0.25% (2023 - prime minus 0.25%) and is due on demand.

NOTES TO THE FINANCIAL STATEMENTS

For the year ended December 31, 2024 (in thousands of dollars)

12. DEBT (CONTINUED)

The City has reduced its exposure to interest rate fluctuations by entering into interest rate swaps on its debentures. The fair value of the interest rate swaps is recorded in the Statement of Financial Position against the related debt balance with changes in the fair value reflected in the Statement of Remeasurement Gains and Losses. For the year ended December 31, 2024, the market value loss on the interest rates swaps was \$181 thousand (2023 gain - \$142 thousand). The amortized cost of the debt at December 31, 2024 was \$15.45 million (2023 - \$17.73 million) for the Capital - debt and \$9.63 million (2023 - \$10.21 million) for the General - debt.

Debentures are covered by taxes and penalties levied, all grants and sundry revenues. Total interest paid in 2024 on debt was \$936 thousand (2023 - \$1.03 million). Annual principal repayment requirements on debt for the next five years are as follows:

2025	\$ 2,963
2026	3,066
2027	3,172
2028	2,329
2029	1,296
2030 and thereafter	12,292
	\$ 25,118

13. ASSET RETIREMENT OBLIGATIONS

The City has recorded asset retirement obligations for the closure and post-closures of its landfills, removal of asbestos from its buildings constructed prior to 1990 and remediation of its fuel tanks, below and above ground. A discount rate of 4.52% was used to estimate the present value of the future expenditures.

The City estimates expected costs related to its asset retirement obligations at the time each asset is acquired or constructed. The post-closure undiscounted cash flows for the landfills are expected to occur at the end of the assets' useful lives over a 30-year period, while the asset retirement obligation for the asbestos in buildings and fuel tanks are expected to be settled at the time of disposal or sale.

a) Landfill Closure and Post-Closure Obligation

The City has two operational landfill sites, Old Landfill and Cell A and Cell B. The main components of the landfill closure plan are final capping using selected specific layers of earthen and synthetic materials based on engineered cap design, installation of groundwater monitoring wells and gas vents, and implementation of a drainage management plan. The post-closure care requirements will involve cap maintenance, groundwater and gas monitoring, and inspections. The costs were based upon a third party report that estimated the closure and post-closure costs. Cell A and Cell B are expected to operate until 2028.

b) Asbestos in Buildings

The City owns and operates several buildings that are known to have asbestos and as a result the City has recognized an obligation relating to the removal and post-removal care of the asbestos in its buildings. The buildings have remaining useful lives of up to 39 years.

NOTES TO THE FINANCIAL STATEMENTS

For the year ended December 31, 2024 (in thousands of dollars)

13. ASSET RETIREMENT OBLIGATIONS (CONTINUED)

c) Fuel Tanks

The City has several fuel tanks above and underground and as a result the City has recognized an obligation relating to fuel tank decommissioning. The fuel tanks have remaining useful lives of up to 19 years.

While the asset retirement obligation is based on management's best estimates of future costs, there is uncertainty regarding both the amount and timing of these expenditures. Management, as at December 31, 2024, does not foresee any events or circumstances in the future that would have a significant impact on the estimated value of the asset retirement obligation.

It is management's opinion that these assumptions are reasonable in the circumstance as at December 31, 2024.

Changes to the asset retirement obligations are as follows:

	Landfill closure and post-closure	Asbestos in buildings	Fuel tanks	Total
Balance, beginning of period	17,190	465	226	\$ 17,881
Accretion expense	751	19	15	785
Balance, end of period	\$ 17,941	\$ 484	\$ 241	\$ 18,666

14. HOMELESSNESS PROJECT

The City, by agreement with the Government of Canada, is the Community Entity that administers funding from the Government of Canada's Reaching Home: Canada's Homeless Strategy on behalf of the Yellowknife Community Advisory Board on Homelessness (CAB). The revenues and expenses are not reflected in the City's budget or audited financial statements. A separate schedule of revenues and expenses is prepared and submitted to the Government of Canada.

As of December 31, 2024, the City has \$1.08 million in unexpended funding related to the Reaching Home agreement. The unexpended funds are included in the City's cash and deferred revenues on the Statement of Financial Position.

NOTES TO THE FINANCIAL STATEMENTS

For the year ended December 31, 2024 (in thousands of dollars)

15. FUND ACTIVITIES AND CHANGES IN FUND BALANCES

The Statements reflect all resources and operations controlled by the City and include departments, funds and reserves. A fund is a grouping of accounts that is used to maintain control over resources that have been segregated for specific activities or objectives. The City has established the following funds to achieve and demonstrate compliance with finance-related requirements:

- 1 **General Fund** reports on tax supported operations, which include services provided by the City to the residents such as public safety, parks and recreational services, transit services, street maintenance and administrative and governance support.
- 2 **Capital Fund** reports on capital projects that are supported by taxes, user fees and/or grants from other orders of government. The Capital Fund is made up of, but is not limited to, reporting on the acquisition and/or construction of: streets, parks and recreation facilities, water and sewer infrastructure and other municipal facilities.
- 3 **Water and Sewer Fund** reports on activities related to the provision of piped and trucked water and sewer services. The revenue is derived from user fees.
- 4 **Solid Waste Management Fund** reports on activities related to garbage and waste collection services. The revenue is derived from user fees.
- 5 **Land Development Fund** reports on activities related to the acquisition, development and sale of municipal lands. The revenue is derived from land sales.
- 6 **Service Connection Failure Assistance Fund (SCFA)** – established to provide residents with a low-cost program to cover water and sewer service repairs. The revenue is derived from user fees.

City Council has approved the establishment of Reserves. Reserves are a portion of the City's surplus that is retained or set aside for future use. The City has established three Capital Reserves and five Operating Reserves.

- 1 **Information Technology Reserve, Mobile Equipment Replacement Reserve, and the Major Community Facility Reserve** have been set-up to finance current and anticipated future capital projects, thereby reducing the need to issue debt.
- 2 **Downtown Development Reserve, Heritage Reserve, Samuel Colley Donation Reserve, Revitalization Initiative Reserve and Community Grant Reserve** provide designated revenue to fund expenses related to future initiatives in these areas.

NOTES TO THE FINANCIAL STATEMENTS

For the year ended December 31, 2024 (in thousands of dollars)

15. FUND ACTIVITIES AND CHANGES IN FUND BALANCES (CONTINUED)

	General Fund	Land Development Fund	Solid Waste Management Fund	Water and Sewer Fund	Capital Fund	Service Connection Failure Assistance Fund	Reserves*	Equity in Tangible Capital Assets	2024 Total
Balance, beginning of year	14,752	10,660	5,453	4,920	47,677	714	12,010	292,025	388,211
Operating surplus (deficit) before inter-fund transfers	(7,297)	1,149	(383)	(5,722)	28,570	(605)	-	-	15,712
Net inter-fund transfers									
Tangible capital assets purchase	-	-	-	-	(37,401)	-	-	37,401	-
Amortization of tangible capital assets	7,636	-	1,654	6,586	-	-	-	(15,876)	-
Net disposal of tangible capital assets	76	-	-	-	-	-	-	(76)	-
Accretion cost for asset retirement obligation	34	-	751	-	-	-	-	(785)	-
Long-term debt repayments related to capital	-	-	-	-	(2,278)	-	-	2,278	-
Market value adjustment for long-term debt	-	-	-	-	317	-	-	(317)	-
Net transfer from (to) other funds/reserves	(3,099)	5,405	5,770	430	(1,642)	-	(519)	(6,345)	-
Balance, end of year	\$ 12,102	\$ 17,214	\$ 13,245	\$ 6,214	\$ 35,243	\$ 109	\$ 11,491	\$ 308,305	\$ 403,923

The equity in tangible capital assets is comprised of tangible capital assets of \$342.86 million (2023 - \$321.41 million) less debt capital of \$15.89 million (2023 - \$17.85 million) and asset retirement obligations of \$18.67 million (2023 - \$17.88 million).

* Reserves consist of:	Opening Balance	Increase	Decrease	Closing Balance
Community grant reserve	\$ 68	\$ -	\$ (40)	\$ 28
Downtown development reserve	812	177	(250)	739
Heritage reserve	174	-	-	174
Information technology reserve	1,589	500	(253)	1,836
Major community facility reserve	934	60	-	994
Mobile equipment replacement reserve	5,714	2,763	(1,222)	7,255
Revitalization initiative reserve	2,275	-	(2,275)	-
Samuel Colley library donation reserve	444	21	-	465
	\$ 12,010	\$ 3,521	\$ (4,040)	\$ 11,491

NOTES TO THE FINANCIAL STATEMENTS

For the year ended December 31, 2024 (in thousands of dollars)

16. CONTINGENCIES

a) Insurance

The City participates in the NWT Association of Communities Insurance Programs. Under these programs, the City could become liable for its proportionate share of any claim losses in excess of the funds held by the exchange. Any liability incurred would be accounted for as a current transaction in the year the losses are determined.

b) Litigation

In the normal course of operations, the City is subject to various legal claims. Management believes it has appropriate insurance coverage in place to mitigate financial impacts from most legal claims.

17. COMMITMENTS

a) Service Contracts

In the course of normal operations the City has entered into various multi-year service contracts. The minimum payments for these contracts for the next five years are as follows:

	Total
2025	\$ 7,009
2026	5,985
2027	273
2028	227
2029 or thereafter	108
	\$ 13,602

b) Capital Contracts

The City regularly enters into contracts related to capital projects. The amount represents the incomplete portions of these contracts as of December 31, 2024. The expected minimum payments for these contracts is \$10.86 million.

NOTES TO THE FINANCIAL STATEMENTS

For the year ended December 31, 2024 (in thousands of dollars)

18. PENSION AGREEMENTS

Eligible employees of the City are members of the Northern Employee Benefits Services ("NEBS") Pension Plan (the "Plan"), a multi-employer defined benefit plan. The Plan is administered by NEBS as part of a benefits program providing insurance, health care and pension benefits for employees of member employers in the North. NEBS is a member owned, not-for-profit corporation of which the City is a member.

Total contributions remitted by the City to the NEBS Plan were as follows:

	2024	2023
Employers' Contribution	\$ 2,041	\$ 1,618
Employees' Contribution	2,041	1,618
	\$ 4,082	\$ 3,236

Participating employers in the Plan, including the City, are required to make contributions to the plan of 8% (2023 - 8%) of pensionable earnings, and to remit employee contributions of 8% (2023 - 8%). These contributions cover current service costs and a provision for adverse deviation.

As at January 1, 2024, the Plan had a going concern surplus of \$66.5 million (2023 - \$60.9 million), a wind up deficit of \$69.0 million (2023 - \$75.8 million) and a funded ratio of 119% (2023 - 119%). The Plan serves 4,205 employee members and 116 participating employers.

The Plan is governed by the Northern Employee Benefits Services Pension Plan Act (in force October 1, 2015) (the "Act") and a Plan text document maintained by the administrator of the Plan. The Act and the Plan text document provide any going concern shortfalls, should they arise, are to be paid down over no more than 15 years and that contribution rates may be increased if necessary to do so. Pursuant to the Act, the Plan is exempt from compliance with the Pension Benefits Standards Act, 1985 ("PBSA") and is not required to be funded on a solvency basis.

Both the Act and the Plan text document provide that participating employers, such as the City, are liable for their share of any funding shortfalls in the Plan as determined on a going concern basis, and on Plan windup. It is expected that should the City cease to be a member of the Plan it would also be liable for their share of any funding shortfalls. Management does not have concerns on the Plan's ability to continue as a going concern and have evaluated the risk of Plan windup as low. Management believes the City will continue to be a member of the Plan for the foreseeable future.

NOTES TO THE FINANCIAL STATEMENTS

For the year ended December 31, 2024 (in thousands of dollars)

19. RISK MANAGEMENT

The City is exposed to credit, interest rate, and liquidity risks from its financial instruments. Qualitative and quantitative analysis of the significant risks from the City's financial instruments is provided by type of risk below.

a) Credit Risk

Credit risk is the risk that one party to a financial instrument will cause a financial loss for the other party by failing to discharge an obligation. The City's exposure to credit risk relates to its cash and cash equivalents and receivables and arises from the possibility that a debtor does not fulfil its obligations. The City performs a continuous evaluation of its financial assets and records impairment in accordance with the stated policies. Approximately 28% of the City's accounts receivable are from federal and territorial governments, which minimizes credit risk. 13% of the City's receivables are taxes receivable which the City can collect through land sales.

The aged financial assets that are past due but not impaired are as follows:

Financial Asset	> 30 days		> 60 days		> 90 days	
Taxes Receivable	\$	-	\$	-	\$	4,405
Water & Sewer Receivable		333		131		48
Other Receivable		822		615		3,240
	\$	1,155	\$	746	\$	7,693

As at year-end, management has determined that a portion of taxes receivable, water and sewer receivables, and other receivables are impaired, and have been disclosed in notes 5, 6 and 7. Management's assessment is based on the age of the receivables.

This risk has decreased from the previous year with the significant decrease in grants receivable.

b) Concentration of Credit Risk

The City has concentration of credit risk in its grants receivable. Concentration of credit risk is the risk that a funder has a significant portion of the total balance and thus there is a higher risk to the City in the event of a default. At December 31, 2024, grants receivable from one funder 21% of the total outstanding receivables. The City believes this risk to be low given the funder is a government.

The City is also exposed to concentration of credit risk to the extent that substantially all cash is held at one financial institution. The financial institution is a major Canadian Bank. The Bank and deposits held by the Canadian chartered bank are insured by the Canadian Deposit Insurance Corporation. In the event of default, the City's cash is insured up to \$100 thousand.

c) Liquidity Risk

Liquidity risk is the risk that the City will encounter difficulty in meeting its obligations associated with financial liabilities. The City's exposure to liquidity risk relates to accounts payable and accrued liabilities, accrued employee benefits, school taxes payable, deposits payable and debt and arises from the possibility that the timing and amount of its cash inflows will not be sufficient to enable it to meet its financial obligations as they become due. Management believes this risk is minimized through ensuring that sufficient liquid assets are maintained to meet anticipated payments. Accounts payable and accrued liabilities, school taxes payable and vacation and lieu and wages included in accrued employee benefits are short term in duration and are set to

NOTES TO THE FINANCIAL STATEMENTS

For the year ended December 31, 2024 (in thousands of dollars)

19. RISK MANAGEMENT (CONTINUED)

c) Liquidity Risk (continued)

mature within one year. Deposits are to be paid as deposit requirements are fulfilled and accrued employee benefit obligations will be paid as employees use sick leave or receive severance and long service bonuses. The maturities of debt is disclosed in note 12. There have been no significant changes to the liquidity risk from the previous year.

d) Market Risk

Market risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices. The City is exposed to market risk as follows:

Interest Rate Risk

Interest rate risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market interest rates. The City's interest-bearing financial instruments include fixed rate debt. The fair values of fixed rate financial instruments fluctuates as market rates of interest change. The cash flows resulting from variable rate financial instruments fluctuates as interest rates applicable to the instruments change. Management has attempted to mitigate this risk by entering into interest rate swaps for its debt.

At December 31, 2024, the total value of the interest rate swaps is \$25.12 million. An increase of 100 basis points in interest rates at the reporting date would have decreased annual operating surplus by \$1.27 million. A decrease of 100 basis points in interest rates at the reporting date would have increased annual operating surplus by \$1.27 million. This analysis assumes that all other variables remain constant.

20. CONTRACTUAL RIGHTS

The City has entered into one-time agreements with higher orders of government that will result in transfers of funds to the City. Each agreement has stipulations that must be met before the transfer can be recognized as revenue.

At December 31, 2024, the total capital transfers expected to be received from these agreements includes the following:

	Total
ICIP - Increasing Waste Diversion (2024-2027)	\$ 720
ICIP - Lagoon Expansion & Sludge Removal (2024-2027)	4,811
ICIP - Paving (2024-2027)	1,153
ICIP - New Landfill Cell Development (2024-2027)	3,470
DMAF - Submarine Line (2024-2028)	24,047
Housing Accelerator Fund (2023-2027)	8,321
	\$ 42,522

NOTES TO THE FINANCIAL STATEMENTS

For the year ended December 31, 2024 (in thousands of dollars)

21. MEASUREMENT UNCERTAINTY

a) Liability for Contaminated Sites

A contaminated site is an unproductive site at which substances occur in concentrations that exceed the maximum acceptable amounts under an environmental standard. A liability for remediation of contaminated sites is recognized when the City is directly responsible or accepts responsibility, it is expected that future economic benefits will be given up and a reasonable estimate for the amount can be made.

b) Assets retirement liabilities

Asset retirement obligation costs are subject to significant measurement uncertainty. The current provision includes a material estimate for contingency costs, capacity and capacity used. The City plans to have a third party review of the landfill closure and post closure costs completed every three years. The last review was completed in June 30, 2023.

c) Grant receivable

Grants receivable includes \$7.26 million receivable from the Disaster Financial Assistance Arrangements program related to the expenses incurred due to the wildfires in Yellowknife in August and September 2023. The Disaster Financial Assistance Arrangements will provide funding for up to 100% of the eligible expenses incurred by the City to respond to the wildfire threats. The City is uncertain that all costs incurred will be considered eligible costs as the City has not previously applied for this funding. To address the uncertainty involved, the City has accrued revenues equal to 75% of the costs incurred to date of \$13.34 million, resulting in the grant revenue of \$10.01 million recognized in the financial statements - \$1.90 million in 2024 and \$8.11 million in 2023. The City has received \$2.74 million as of December 31, 2024 resulting in \$7.26 million receivable as of December 31, 2024. This is management's best estimate and any differences will be reflected in the period the funding is received.

Summary of Wildfire Expenditures	Total
Total expenditures incurred and claimed	\$ 13,341
Recognized grant revenue at 75% of expenditures	10,006
Less received	(2,743)
Receivable, December 31, 2024	\$ 7,263

SCHEDULE OF GOVERNMENT TRANSFERS OPERATING

<i>For the year ended December 31, 2024 (in thousands of dollars)</i>	2024 Budget (Unaudited)	2024 Actual	2023 Actual
Government of Canada			
Disaster Financial Assistance Program - Wildfire	\$ -	\$ 2,070	\$ 8,106
Canadian Northern Economic Development Agency (CanNor)			
Giant Mine	-	9	15
Indigenous and Northern Affairs Canada			
TransCanada Trails	-	-	3
Canadian Heritage			
Canada Day Celebration	25	26	35
Canada Mortgage and Housing Corporation - Housing Accelerator Fund	-	25	-
Other	100	81	-
	125	2,211	8,159
Government of the Northwest Territories			
MACA Contribution Agreements			
Property Assessment	125	125	125
Library Grant	110	110	110
Ground Ambulance and Highway Rescue	37	(37)	74
MACA Water and Sewer Funding	429	503	429
Industry, Tourism and Investment Agreements			
Community Tourism	1	-	36
Economic Development Officer	-	-	50
Visitor Services/Assist Tourism	161	-	160
Tourism Strategy	9	1	37
Shop Local Program	-	7	16
Small Scale Foods	-	-	7
Transform Your Yard	41	15	15
Literacy Council	5	3	5
Other	48	13	-
	966	740	1,064
	\$ 1,091	\$ 2,951	\$ 9,223

SCHEDULE OF GOVERNMENT TRANSFERS CAPITAL

<i>For the year ended December 31, 2024 (in thousands of dollars)</i>	2024 Budget (Unaudited)	2024 Actual	2023 Actual
Government of Canada			
Gas Tax (GTF) Funding	\$ 3,548	\$ 10,503	\$ 12,327
Disaster Mitigation and Adaptation Fund (DMAF)	-	80	938
New Building Canada Fund and Small Communities Fund (SCF)	-	-	3,392
CanNor - Accessibility Multiplex and Fieldhouse	-	-	472
EDSC - City Hall Washrooms	-	-	100
Canada Mortgage Housing Corporation - Housing Accelerator Fund	-	83	-
Home Energy Financing	-	41	-
	3,548	10,707	17,229
Government of the Northwest Territories			
MACA Contribution Agreements			
MACA Formula Funding	7,860	8,284	7,860
Community Public Infrastructure (CPI) Funding	3,293	4,010	2,631
Sport and Recreation Grant	80	78	80
Aquatic Centre Biomass Boiler	330	186	-
Lift Station #1 Replacement (ICIP)	375	-	-
Lagoon Expansion (Lagoon Sludge Removal) (ICIP)	1,463	55	15
New Landfill/Landfill Expansion - New Landfill Cell Design (ICIP)	1,620	-	-
Paving Project (ICIP)	-	365	3,228
Solid Waste Facility Compactor (ICIP)	-	-	587
Weigh Station (ICIP)	1,237	145	(39)
Federation of Canadian Municipalities - Green Municipal Fund	-	-	22
	16,258	13,123	14,384
	\$ 19,806	\$ 23,830	\$ 31,613

SCHEDULE OF TANGIBLE CAPITAL ASSETS

For the year ended
December 31, 2024
(in thousands of dollars)

	Land	Buildings	Roads & Sidewalks Infrastructure	Water & Sewer Infrastructure	Other Infrastructure	Vehicles	Equipment	Work In Progress	2024 Totals
Cost									
Balance, beginning of year	\$ 36,092	\$ 135,697	\$ 102,274	\$ 196,676	\$ 36,415	\$ 5,187	\$ 21,719	\$ 45,854	\$ 579,914
Add: Additions during year	-	748	59	-	432	573	650	34,939	37,401
Less: Disposals during year	-	-	-	-	-	-	(271)	-	(271)
Balance, end of year	36,092	136,445	102,333	196,676	36,847	5,760	22,098	80,793	617,044
Accumulated amortization									
Balance, beginning of year	-	63,091	57,777	106,246	15,265	2,842	13,284	-	258,505
Add: Amortization during year	-	3,246	4,147	5,054	1,966	350	1,113	-	15,876
Less: Accumulated amortization on disposals	-	-	-	-	-	-	(195)	-	(195)
Balance, end of year	-	66,337	61,924	111,300	17,231	3,192	14,202	-	274,186
Net book value of tangible capital assets	\$ 36,092	\$ 70,108	\$ 40,409	\$ 85,376	\$ 19,616	\$ 2,568	\$ 7,896	\$ 80,793	\$ 342,858
2023 Net book value of tangible capital assets	\$ 36,092	\$ 72,606	\$ 44,497	\$ 90,430	\$ 21,150	\$ 2,345	\$ 8,435	\$ 45,854	\$ 321,409

SCHEDULE OF SEGMENT DISCLOSURE

<i>For the year ended December 31, 2024 (in thousands of dollars)</i>	2024 Budget	General Government	Community Services	Planning and Development	Public Safety	Public Works and Engineering	Solid Waste Facility	Water and Sewer	2024	2023
Revenues										
Municipal taxation	\$ 37,858	\$ 37,931	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 37,931	\$ 35,842
User fees and sale of goods	24,862	332	1,499	373	4,476	364	4,389	14,659	26,092	23,703
Land sales	1,500	-	-	1,789	-	-	-	-	1,789	2,419
Grants and transfers	1,091	169	140	25	2,114	-	-	503	2,951	9,223
Investment income	5,182	5,137	-	93	-	-	-	-	5,230	5,748
Fines, penalties and cost of taxes	893	387	1	-	424	-	-	126	938	658
Development levies, licenses and permits	1,031	594	32	484	97	-	-	-	1,207	1,801
Franchise fees	1,148	1,209	-	-	-	-	-	-	1,209	1,086
Total Revenues	73,565	45,759	1,672	2,764	7,111	364	4,389	15,288	77,347	80,480
Expenses										
Amortization of tangible assets	15,993	561	2,089	-	378	4,608	1,654	6,586	15,876	16,001
Asset retirement accretion costs	-	34	-	-	-	-	751	-	785	789
Bad debts	155	438	-	-	-	-	-	-	438	617
Bank charges and short-term interest	218	227	-	-	-	-	-	-	227	207
Materials and supplies	1,432	288	98	12	133	410	-	314	1,255	1,012
Contracted and general services	21,372	4,450	3,034	1,189	2,711	5,572	965	4,753	22,674	29,491
Insurance	901	827	-	-	-	-	-	-	827	791
Interest on long term debt	616	936	-	-	-	-	-	-	936	1,032
Mayor and council expenses	746	702	-	-	-	-	-	-	702	639
Salaries, wages and employee benefits	37,580	9,791	6,905	1,856	8,446	3,522	1,283	3,107	34,910	30,827
Utilities - electricity	3,000	123	1,198	-	68	49	46	1,993	3,477	2,760
Utilities - fuel	1,992	94	591	-	106	48	74	415	1,328	1,299
Total Expenses	84,005	18,471	13,915	3,057	11,842	14,209	4,773	17,168	83,435	85,465
Annual Surplus (deficit) before other items	(10,440)	27,288	(12,243)	(293)	(4,731)	(13,845)	(384)	(1,880)	(6,088)	(4,985)
Government transfers related to capital	19,806	23,830	-	-	-	-	-	-	23,830	31,613
Net transfer of administration fees	-	2,171	-	(540)	-	-	(461)	(1,170)	-	-
Minor capital expense	(8,252)	(686)	(292)	(75)	-	(176)	(277)	(524)	(2,030)	(1,210)
Annual Surplus (deficit) after other items	\$ 1,114	\$ 52,603	\$ (12,535)	\$ (908)	\$ (4,731)	\$ (14,021)	\$ (1,122)	\$ (3,574)	\$ 15,712	\$ 25,418

SCHEDULE OF REVENUE AND EXPENDITURES

GAS TAX AGREEMENT

	2024 Budget and Carryforward (Unaudited)	2024 Actual	2023 Actual	2022 Actual	2021 Actual	2020 Actual
<i>For the year ended December 31, 2024 (in thousands of dollars)</i>						
Funding						
Opening Balance	\$ -	\$ 14,402	\$ 17,080	\$ 15,654	\$ 12,665	\$ 9,665
Annual Gas Tax	11,426	-	8,784	5,717	8,370	5,511
Interest Earned	-	721	865	356	82	32
Total Funding	11,426	15,123	26,729	21,727	21,117	15,208
Eligible Expenditures						
Asset Management	-	-	54	150	70	18
Aquatic Centre	10,113	10,113	12,075	-	-	-
Backup Power Liftstation Generator Installation	31	-	-	71	135	187
Lagoon Control Structure Replacement	-	-	4	15	15	42
Landfill Leachate Retention & Treatment	250	-	-	-	-	-
Lift Station #1 Replacement	210	210	-	-	-	-
New Landfill/Landfill Expansion - Cell Design	302	80	21	-	27	-
Paving Program 2021/2027	-	-	-	7	16	-
Pellet Boiler at WTP	-	-	-	207	-	-
PH#4 Water Truckfill Safety Project	-	-	-	100	-	-
Pumphouse 1 Replacement	-	-	-	140	-	-
Pump Replacement Program	-	-	-	-	-	145
Roads and Sidewalk Rehabilitation	-	-	-	-	2,477	-
Sewage Force Main Upgrade	-	-	-	-	-	250
Submarine Line	420	-	-	-	-	-
Water Treatment Plant Pellet Boiler	-	-	40	-	-	-
Water & Sewer Infrastructure Replacement	100	100	133	3,842	2,723	1,901
Wetland Delineation	-	-	-	115	-	-
Total Expenditures	11,426	10,503	12,327	4,647	5,463	2,543
Closing Balance - to Deferred Revenue	\$ -	\$ 4,620	\$ 14,402	\$ 17,080	\$ 15,654	\$ 12,665

SCHEDULE OF REVENUE AND EXPENDITURES

COMMUNITY PUBLIC INFRASTRUCTURE

	2024 Budget and Carryforward (Unaudited)	2024 Actual	2023 Actual	2022 Actual	2021 Actual	2020 Actual
<i>For the year ended December 31, 2024 (in thousands of dollars)</i>						
Funding						
Opening Balance	\$ -	\$ 7,485	\$ 6,398	\$ 126	\$ 1,411	\$ 1,358
Annual CPI	10,317	4,486	3,718	8,191	855	2,863
Total Funding	10,317	11,971	10,116	8,317	2,266	4,221
Eligible Expenditures						
Accessibility Audit Implementation	-	-	56	46	786	197
Columbarium	-	-	-	1	17	2
Curling Club Upgrades	614	614	151	-	-	19
Fire Hall Equipment	58	7	-	63	-	-
Multiplex Iceplant Upgrade	-	-	-	80	-	555
Road and Sidewalks Rehabilitation	2,797	723	1,556	1,231	-	1,061
Park Equipment Replacement	490	259	182	43	-	-
Submarine Line Replacement	283	27	191	241	25	10
Traffic Light Upgrades	92	59	77	70	48	84
Water & Sewer Infrastructure Replacement	-	-	42	104	1,249	-
YKCA Upgrade	-	-	-	40	-	5
Tommy Forrest Ball Park Upgrade	-	-	-	-	15	60
Asset Management	-	-	-	-	-	8
City Hall Upgrades	-	-	-	-	-	367
FDM Software	-	-	-	-	-	65
Library Upgrades	-	-	-	-	-	120
Park Development	267	-	43	-	-	14
Self-Containing Breathing Apparatus	-	-	-	-	-	243
Aquatic Centre	1,459	1,459	-	-	-	-
Fieldhouse Floor	329	329	76	-	-	-
Lagoon Sludge Removal	1,299	-	-	-	-	-
Lift Station #1 Replacement	735	104	80	-	-	-
Patching	491	381	177	-	-	-
Emergency Radio Infrastructure Renewal	450	-	-	-	-	-
New Landfill/Landfill Expansion - New Landfill Cell Design	540	-	-	-	-	-
Weigh Out Station at SWF	413	48	-	-	-	-
Total Expenditures	10,317	4,010	2,631	1,919	2,140	2,810
Closing Balance - to Deferred Revenue	\$ -	\$ 7,961	\$ 7,485	\$ 6,398	\$ 126	\$ 1,411

SCHEDULE OF REVENUE AND EXPENDITURES

INVESTING IN CANADA INFRASTRUCTURE PROGRAM

For the year ended December 31, 2024 (in thousands of dollars)	2024 Budget (Unaudited)	2024 Actual	2023 Actual	2022 Actual	2021 Actual	2020 Actual
Funding						
ICIP Funding	\$ 4,696	\$ 597	\$ 3,791	\$ 2,792	\$ 118	\$ 1,625
Holdback Receivable	-	-	-	-	-	9
CPI Funding	1,552	877	1,185	1,335	-	1,061
Formula Funding	-	132	-	68	3	1,554
User Fees	863	18	4	218	19	98
Gas Tax	-	290	-	3,849	16	-
Developer	-	-	-	147	-	-
Capital Fund	-	-	-	363	-	-
Total Funding	7,111	1,914	4,980	8,772	156	4,347
Eligible Expenditures						
Paving (ICIP)	-	1,253	4,412	3,490	63	3,680
Increasing Waste Diversion (ICIP)	-	-	587	112	11	353
Weight Station	1,651	194	(39)	39	-	-
Lift Station #1	500	314	-	-	-	-
Lagoon Expansion (Lagoon Sludge Removal) (ICIP)	2,800	73	20	871	76	43
McMeekan Causeway Stabilization (ICIP)	-	-	-	4,260	6	271
New Landfill/Landfill Expansion - New Landfill Cell Design	2,160	80	-	-	-	-
Total Expenditure	7,111	1,914	4,980	8,772	156	4,347
Funding Surplus (Deficit)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

SCHEDULE OF REVENUE AND EXPENDITURES DISASTER MITIGATION AND ADAPTATION FUND

<i>For the year ended December 31, 2024 (in thousands of dollars)</i>	2024 Budget (Unaudited)	2024 Actual	2023 Actual	2022 Actual	2021 Actual	2020 Actual
Funding						
Disaster Mitigation and Adaption Fund (DMAF)	\$ -	\$ 80	\$ 938	\$ 724	\$ 73	\$ 79
Community Public Infrastructure (CPI)	-	27	191	242	25	9
Formula Funding	-	-	121	-	-	-
Total Funding	-	107	1,250	966	98	88
Eligible Expenditures						
Submarine Line	-	107	1,250	966	98	39
Total Expenditures	-	107	1,250	966	98	39
Funding Surplus (Deficit)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 49

SCHEDULE OF SALARIES, HONORARIA AND TRAVEL

For the year ended December 31, 2024 (in thousands of dollars)

Name	Salary and Benefits	Honoraria	Travel	Total
Mayor				
Rebecca Alty	\$ 175	\$ -	\$ 4	\$ 179
Councillor/Mayor				
Stacie Arden-Smith	42	-	2	44
Councillor				
Steve Payne	40	-	-	40
Garett Cochrane	40	-	1	41
Ryan Fequet	38	-	-	38
Ben Hendriksen	38	-	-	38
Cat McGurk	38	-	-	38
Tom McLennan	40	-	-	40
Rob Warburton	41	-	3	44
	\$ 492	\$ -	\$ 10	\$ 502



CITY OF YELLOWKNIFE

MEMORANDUM TO COMMITTEE

COMMITTEE: Governance and Priorities

DATE: May 20, 2025

DEPARTMENT: Governance and Legal Services

ISSUE: Whether to fill a vacancy on City Council and whether to appoint a Deputy Mayor.

RECOMMENDATION:

That Council:

1. Determine whether to fill a vacancy on Council resulting from the resignation of Mayor Rebecca Alty and the appointment of Councillor Ben Hendriksen to the office of the Mayor; and
2. Appoint a Deputy Mayor.

BACKGROUND:

On March 21, 2025 Mayor Rebecca Alty took leave of absence from City Council in order to declare her candidacy in the upcoming Federal Election. The election took place on April 28, 2025 and she was successfully elected as the new Member of Parliament for the Northwest Territories. Mayor Alty tendered her resignation on April 29, 2025, and Councillor Ben Hendriksen was appointed as Mayor at the Special Council meeting of May 5, 2025. Council must now determine whether to fill the remaining vacancy on Council and who to appoint as Deputy Mayor.

COUNCIL STRATEGIC DIRECTION/RESOLUTION/POLICY:

Strategic Direction #2: Service Excellence

APPLICABLE LEGISLATION, BY-LAWS, STUDIES, PLANS:

1. *Cities, Towns and Villages Act*;
2. *Local Authorities Elections Act*; and
3. Council Procedures By-law No. 4975, as amended.

CONSIDERATIONS:

Overview

There are 18 months remaining in the current Council's term of office. The next Municipal General Election will take place on October 19, 2026, with nominations opening on September 7, 2026.

Council has several scenarios/options available with regard to the vacancy on Council which are outlined below.

Legislative

Section 7(3) of Council Procedures By-law No. 4975, as amended, states that the appointment of the Deputy Mayor shall be made, on the recommendation of the Mayor, at the first meeting of Council following a General Election and is reviewed annually thereafter.

Section 47.(1) of the *Local Authorities Elections Act* states that where the office of a member of a local authority becomes vacant for any reason before the term of office expires, the local authority shall fill the vacancy at the next general election or before then by:

- (a) Appointing a person who is eligible as a candidate; or
- (b) Holding a by-election.

Therefore the following options are available to Council:

CARRY VACANCY	Leave the vacancy for Councillor vacant
FILL VACANCY BY APPOINTMENT	Appoint a person who is eligible as a candidate to the office of Councillor
BY-ELECTION	Conduct a by-election for Councillor

Eligibility Requirements

A person is eligible to be nominated and stand as a candidate if he or she:

- (a) Is a Canadian citizen;
- (b) Has attained 18 years of age;
- (c) Has, for at least 12 consecutive months immediately preceding the day nominations close, been ordinarily resident within the city of Yellowknife;
- (d) And not otherwise disqualified under the *Local Authorities Elections Act*.

Term of Office

A person elected at a by-election or appointed by Council will hold office for the balance of the term.

Appointing a Member of the Public

In determining whether to appoint a member of the public to the office of Councillor, consideration should be given to: public sentiment given that 30 months has passed since the election; the person's

ability to serve on Council and Committees of Council; and whether it is in the best interests of the City to fill the vacancy. The current Council has experienced a number of disruptions during their term of office, including the Wildfire Evacuation and labour disruption at the City of Yellowknife. The addition of a new member of Council more than half way through this Council's mandate would require time for that new member to come up to speed with Council's Strategic Priorities and current issues. Onboarding a new Council Member would also need to consider the individual's ability to adapt to the team building investments achieved working with STRAAD consultants.

By-election

The *Local Authorities Elections Act* states that the procedure for a by-election must follow, as closely as possible, the procedure at a general election. There are many factors that go into the conduct of a by-election, including the creation of the Voters List, hiring of staff, rental of equipment, printing of ballots, notice requirements to the public etc. It is anticipated that the conduct of a by-election will take up to four (4) months and require an adjustment to the Work Plan to accommodate.

The *Cities, Towns and Villages Act* imposes a limitation on Council's powers from the date of the election and until the swearing in of the new member. These limitations include:

No council or council member may:

- (a) Make a resolution or by-law that will result, directly or indirectly, in an expenditure not set out in the budget for the current fiscal year;
- (b) Enter into a contract or obligation on behalf of the municipal corporation; or
- (c) Appoint or dismiss any officer.

Financial Considerations

The conduct of a by-election was not anticipated during the development of the 2025 Budget and the current Budget allocation is to prepare for the 2026 Election. It is estimated that a by-election will cost \$100,000 - \$150,000.

A Councillor's salary is \$36,328.05 per year.

ALTERNATIVES TO RECOMMENDATION:

1. That Council leave the vacancy for Councillor until the next municipal general election.
2. That Council appoint an eligible member of the public as Councillor.
3. That Administration be directed to conduct a by-election and bring forward a Memorandum to Committee to appoint a Registrar of Enumeration and Returning Officer.

RATIONALE:

The appointment of a Deputy Mayor will ensure that there is coverage during the Mayor's absences.

Public sentiment of appointing an eligible person is unknown as the overall political environment in Canada has become polarized and divided in recent months. Given that a quorum of Council is the majority of Council Members then holding office, the number of Council Members would have to diminish to five (5) before a loss of quorum would become a concern. Council must therefore determine whether the appointment of a member of the public to City Council, or a by-election, is in

the best interest of the community, given public sentiment and the potential disruption that will occur, or whether to leave the position of either the mayor or councillor vacant.

ATTACHMENTS:

None

Prepared: May 16, 2025 DMG

Revised:



CITY OF YELLOWKNIFE

MEMORANDUM TO COMMITTEE

COMMITTEE: Governance and Priorities

DATE: May 20, 2025

DEPARTMENT: City Manager

ISSUE: Whether to adopt the 2025-2026 Revised Work Plan

RECOMMENDATION:

That Council approve the 2025 – 2026 Revised Work Plan, as presented.

BACKGROUND:

- In June 2023, Council approved the 2023-2026 Strategic Directions for its term in office.
- Subsequently, Council approved an implementation action plan for their Strategic Directions (the “Work Plan”), which considered challenges arising from the tumultuous year that was 2023.
- In May 2024, Council reviewed a revised 2024-2026 Work Plan and, among other things, directed Administration to use the Work Plan to prioritize initiatives and tasks.
- In November 2024, Administration provided an update to Council on Work Plan accomplishments and looking ahead to 2025.
- With less than two years left in Council’s term of office, the intent of this memorandum is to provide an update to Committee on the status of 2025 – 2026 Work Plan initiatives, Administration’s prioritization of those initiatives, and how such work is advancing Council’s Strategic Directions.

COUNCIL STRATEGIC DIRECTION/RESOLUTION/POLICY:

Motion 0091-23 That Council approve the 2023-2026 Council Strategic Directions.

Motion 0153-23 That the 2023-2026 Council Strategic Directions Implementation Actions be referred back to Administration to be updated and incorporated into the 2024

work plan and be brought back to Governance and Priorities Committee in early 2024 to review and approve the administrative and strategic actions together.

Motion 0031-24 That Council approve the 2023 – 2026 Council Strategic Directions Implementation Action Plan.

Motion 0104-24 That Council:

1. Support the revised 2024 – 2026 Work Plan as presented and direct Administration to use the Work Plan to prioritize initiatives and tasks, and to inform Council during their deliberations of the impacts of any potential new initiatives and tasks;
2. Direct Administration to hire one(1) Communications Officer and one (1) Customer Service Outreach Coordinator as presented in the Work Plan;
3. Support the efficiency recommendations as presented in the Work Plan and direct Administration to implement each as soon as possible, including returning to Council with any necessary By-law amendments; and
4. Support in principle the advocacy efforts within the revised 2024 – 2026 Work Plan.

APPLICABLE LEGISLATION, BY-LAWS, STUDIES, PLANS:

Council's Strategic Directions 2023-2026.

ALTERNATIVES TO RECOMMENDATION:

That Council identify alternate actions that can advance the 2023-2026 Council Strategic Directions. These would need to be replacement items, not additional items.

RATIONALE:

Council's Strategic Directions provide direction and focus for the future of the City of Yellowknife and will help guide Council decision-making regarding priority setting, resources and budget allocations. Council's Strategic Directions inform the work of Administration as it works to advance and achieve Council's goals. This review and revision marks progress and ensures clear priorities for the upcoming year align with current context and emerging issues.

Note the following proposed changes in this revised work plan:

1. There are only three tiers:
 - a. **Tier 1:** Initiatives that have already commenced or will commence in 2025 and will be completed before the end of 2025;
 - b. **Tier 2:** Initiatives that have commenced or will commence as soon as practicable and will be completed before the end of 2026; and
 - c. **Tier 3:** Initiatives that will commence no later than 2026, and will be complete during the next Council term.
2. **Garden Plot** – initiatives under this heading will be undertaken as time permits, when other preconditions or work are met, or may be a consideration for future Council. Some of these

initiatives are large projects that require dedicated resources. Those projects may need further analysis regarding scope and timeline or budget, prior to being undertaken by Administration.

3. **Proposed Retirement from Work Plan/Future Council Consideration** – Administration recommends these initiatives be considered retired or removed from the current work plan, subject to future Council’s strategic planning.
4. **List of Completions** – For Council’s awareness, a list of work plan initiatives completed since the November 2024 update.

ATTACHMENTS:

Revised Work Plan Initiatives 2025 - 2026 (DM #791840).

Prepared: April 15, 2025; CC

Revised:

2025 Revised Work Plan

BUDGET LEGEND

Budget Allocation
No Budget Allocation
May Require Future Budget Allocation

Tier 1: Initiatives that have already commenced or will commence in 2025 and will be completed before the end of 2025.

Tier	Initiative	Comment	Project Lead	Estimated Completion	Budget	Strategic Direction
1	Aquatic Centre	Planned opening in Q2 2025.	CS	Q2 2025		People First
1	Update Livery License By-law (Taxis)	Updates for safety, administration, and accessibility.	EOI/PS/GLS	Q3 2025		People First
1	Compensation Policy for Emergency Response	To recognize extraordinary work hours in emergency response.	HR	Q2 2025		Service Excellence
1	Hotel Levy and Governance	Governance structure for DMO.	EOI	Q2 2025		Sustainable Future
1	Community Wildfire Protection Plan	To ensure life cycle management of created protection measures/assets.	PS	Q2 2025		People First
1	Implement Viable Recommendations from AAR of 2023 Wildfire Season	Some key recommendations will have target dates in 2025 and other recommendations will be phased in over the years.	PS	Q2 2025		People First
1	Development of Public Engagement Guidelines and Tools	To provide clarity on requirements and norms to achieve effective outreach. Identify tools. Manage expectations.	EOI	Q2 2025		People First
1	Water Rate Review	Address equity and fairness while ensuring affordability. Administration analysis and recommendation to come forward.	CORP	Q3 2025		Sustainable Future

Tier	Initiative	Comment	Project Lead	Estimated Completion	Budget	Strategic Direction
1	Snow Removal Standards	further research on snow removal and analysis on moving from an 18 week program to a 24 week program.	PW	Q3 2025		Sustainable Future
1	Painted bike lane trials in three areas in Spring 2025	- Forrest Drive (between Franklin Ave and 51a Ave.) - Range Lake Road (between Finlayson Drive and Woolgar Ave) - 52nd Street and 47th Street	PW	Q3 2025		People First
1	Develop Renewed Performance Measurement Framework and Dashboard	To help guide work planning, resource management, establishment of priorities, and reporting.	GLS	Q3 2025		Service Excellence
1	Waterline Intake Replacement Project	Current intake line at 'end of lifecycle' Council decision required.	PW	Q2 2025		Sustainable Future
1	Solid Waste Transfer Station Establishment - Initial Capability	Interim functionality. Follow phases will further enhance our ability to divert waste from landfill.	PW	Q3 2025		Sustainable Future
1	IT Review/Audit	First step towards a long-term IT strategy/funding.	CORP	Q3 2025		Service Excellence
1	Business License Way Ahead and Plan	Need long-term vision/approach for business licenses.	EOI	Q4 2025		Sustainable Future
1	Enterprise Resource Program – Needs Assessment	Phase 1. Identify needs for an integrated software and process solutions for seamless work flow in and between all municipal functions.	CORP	Q4 2025		Service Excellence
1	Collective Bargaining (2)	MED and IAFF currently in negotiations.	HR	Q4 2025		Service Excellence

Tier	Initiative	Comment	Project Lead	Estimated Completion	Budget	Strategic Direction
		Timeline depends on negotiation processes.				
1	Safety Directives and Procedures Update	Require updating.	HR	Q4 2025		Service Excellence
1	Explore re-naming of 50 th Ave	Analysis has been requested by Council on re-naming of 50 th Ave to Chief Drygeese Ave.	GLS	Q4 2025		People First
1	Records and Information Management Audit and Review	Current record management is outdated, cumbersome and inefficient.	GLS	Q4 2025		Service Excellence
1	Communications Strategy and Guidelines (including Place Branding)	Provide detail on communications structure, roles, and tasks. Provide guidance to entire corporation on effective public affairs and outreach. Develop place brand.	EOI	Q4 2025		People First
1	Organizational Review	Comprehensive review of the City's strategic direction and business/operational model, corporate, departmental and staff responsibilities and workload.	City Manager	Q4 2025		Service Excellence
1	Dog Pound Solution	RFP for Dog Pound services awarded. Service contract to be finalized.	PS	Q2 2025		People First
1	MED Directives & Procedure Modernization	Updates to Operational Directives and Procedures.	PS	Q4 2025		People First
1	Development of Financial Policy: Asset Management	Required to manage capital funds in absence of asset management plan but recognizing general condition of existing assets.	CORP	Q3 2025		Service Excellence
1	Emerging Issues Reserve Fund	Develop an "Emerging Issues Reserve Fund" policy.	CORP	Q2 2025		Service Excellence

Tier	Initiative	Comment	Project Lead	Estimated Completion	Budget	Strategic Direction
1	Development of Financial Policy: Investment	Required for budget deliberations and for long-term financial planning.	CORP	Q3 2025		Service Excellence
1	Intersection of Moyle and Haener Drive	Administration undertook to evaluate the intersection for safety considerations that signage may mitigate.	PW	Q3 2025		People First
1	Dog Park Upgrades	Upgrade the dog park in 2025 (gate, gravel).	CS	Q3 2025		People First
1	Crosswalk installations	Interim measures to cross walk improvements on Range Lake Road (NJ Macpherson & St-Joe's Schools).	PW	Q3 2025		People First
1	Development of Financial Policy: Mill Rate Policy	Requested by Council for budget deliberations. Will require further engagement.	CORP	Q4 2025		Service Excellence
1	Climate Action Plan	The purpose of the new CAP is to set goals and objectives, policies and implementation action items for corporate and community-wide climate mitigation and adaptation.	PD	Q4 2025		Sustainable Future

Tier 2: Initiatives that have commenced or will commence as soon as practicable and will be completed before the end of 2026.

Tier	Initiative	Comment	Project Lead	Estimated Completion	Budget	Strategic Direction
2	Accessibility Audit Implementation	Action Items ongoing. Requirement to review audit status and determine next steps.	CS	Q4 2025		People First
2	Election Preparation	Will begin in 2025.	GLS	Q1 2026		People First
2	Economic Development Strategy	In addition to best-practice elements of an excellent strategy, must clearly define city's vision, level of ambition and resourcing. Should also address retail revitalization, and an MOU with the Resource Sector (mines) – critical elements for the city. Includes Joint Economic Development Strategy with YKDFN.	EOI	Q1 2026		Sustainable Future
2	Website Modernization Project	Modernize website.	EOI	Q2 2026		People First
2	Completion of RIMP Way Ahead	Public engagement and staff recommendation required.	CS	Q2 2026		People First
2	Interim Talent Management Strategy and Action Items	Strategy complete in 2025. Ongoing work on action items thereafter.	HR	Ongoing Bulk of action items complete Q3 2026		Service Excellence
2	Kam Lake Expansion	Community Plan Amendment, Area Development Plan, Zoning and Subdivision for light industrial, commercial and agriculture consideration.	PD	Q3 2026		Sustainable Future
2	Develop a Master Transportation Plan	Provide an overall strategy with specific objectives to address all	Co-Lead PD/PW	Q4 2026		People First

Tier	Initiative	Comment	Project Lead	Estimated Completion	Budget	Strategic Direction
		forms of transportation (including active); design standards; public transit; etc in a pragmatic and affordable manner.				
2	Community Plan Comprehensive Review	Current Plan to be updated to include new policies and revise or remove current policies, including policy on housing, wild land fire, infrastructure, etc.	PD	Q4 2026		People First
2	Review of Procurement Processes	Requires budget 2026 approval.	CORP	Q4 2026		Service Excellence
2	Review of Levels of Service	Develop Council approved levels of service for delivery of all core municipal functions. Drives budget and asset management.	CORP	Q4 2026		Service Excellence
2	Agenda Management Software	Enhance records creation and management	GLS	Q4 2026		Service Excellence
2	Governance By-law Review	To save time by becoming more efficient at meetings. Will also enhance effectiveness and decision-making.	GLS	Q4 2026		Service Excellence
2	Council Travel Policy	Council requested via motion: #0169-22.	GLS	Q2 2026		Service Excellence
2	Council Leave Policy	Council requested via motion: #0206-24.	GLS	Q2 2026		Service Excellence
2	Council Remuneration By-law Evaluation and Update	Current by-law was last updated in 2018.	GLS	Q2 2026		Service Excellence
2	Council/Administration Protocol	Enhance governance effectiveness with a clear, practical protocol document	GLS	Q3 2026		Service Excellence

Tier	Initiative	Comment	Project Lead	Estimated Completion	Budget	Strategic Direction
		that defines how Council and Administration collaborate.				
2	New Landfill/Landfill Expansion	To design and construct a second-generation landfill cell (cell 3) at the Solid Waste Facility to accommodate for the City's future waste.	PW	Tender closed and to be awarded. Completion Q4 2025		Sustainable Future
2	Arts and Culture Masterplan	To promote the Arts and support diversity. Large project requiring dedicated resources.	CS	Q4 2026		People First

Tier 3: Initiatives that will commence no later than 2026, and will be complete during the next Council term.

Tier	Initiative	Comment	Project Lead	Estimated Completion	Budget	Strategic Direction
3	Fire Hall Renovation and Expansion Project	Determination of path forward and design in 2025. Build in 2026.	PS	Q4 2026		Sustainable Future
3	Asset Management Plan – Condition Assessment	Essential 1 st step in process.	CORP	Q3 2027		Service Excellence
3	Asset Management Plan – Complete	Will be key determinant in all capital project decisions and directly influence levels of service. Will guide deliberations on balance between new capital projects and replacement of existing assets.	CORP	Q4 2027		Service Excellence
3	Recreational Facilities Booking Policy	Review and update the booking policy for recreation facilities.	CS	Q2 2026		People First
3	Review and Modernization of Development Appeal Board	Council Motion #0149-24.	GLS/PD	Q2 2027		Service Excellence
3	Water and Sewer Infrastructure Failure and Water Master Plan	Plan completion estimated for 2026.	PW	Q2 2026		Sustainable Future
3	Reconstruction of Old Town Hill (Franklin Ave.)	Incorporate Active Transportation Design (eg. Raised bike lane and dedicated walking space). Requires Lift Station #1.	PW	est. 2028		People First
3	Lift Station #1	to design and construct a new lift station on the corner of Franklin Ave and School Draw Ave. to replace existing Lift Station #1.	PW	Tender Q2 2025 Completion Q4 2027		Sustainable Future

Garden Plot: Initiatives that will be undertaken as (and if) time permits, when other prerequisites are met, and/or for consideration by future Council. May require further analysis to determine scope and timeline/budget.

Initiative	Comment
Explore Possibility of City Charter	A City Charter could empower City to be more agile and forward thinking. Large project requiring dedicated resources.
Enforcement Measures Review within By-laws	Require complete review of all by-laws and relevant revisions. Large project requiring dedicated resources.
Review of Agencies, Boards and Commissions	Terms of Reference and structure should be reviewed. Large project requiring dedicated resources.
Heritage Committee Strategic Plan Update	Self-explanatory.
Implement Agriculture Strategy	Work with GNWT.
Fundamental Review of City Policies – Review Complete	2 nd Phase of review of city policies, directives and guidelines. New documents developed and approved.
Business Continuity Plan	Develop detailed plan on business continuity in emergency situations. Will eliminate ad hoc approach that currently exists.
Enterprise Resource Program	Following Needs Assessment, develop plan, purchase hardware and software, and implement. Timeline determined after Needs Assessment.
Land Acknowledgement	Review of land acknowledgement with local Indigenous governments.
Arbour Development	To reflect the history and heritage of the city, and region. Effort will be almost entirely focused on indigenous considerations.
Outdoor Rinks Research	Bring forward a memorandum with considerations on whether and how to advance an Outdoor rinks program in partnership with neighborhoods like Whitehorse, Ottawa or other Canadian municipalities. Council Motion #0165-24.
City Hall Functional Assessment and Path Forward	Address health and safety, lack of space, and quality of workspace concerns. Hold pending other external factors.

Proposed Retire from Current Work Plan/Future Council Considerations:

Initiative	Comment
Review of Non-Owner Occupied Rental Dwellings	As we assess success of varied housing initiatives, re-examine whether Air B&Bs require additional regulation to address housing shortfall?
Regulation of Tent/Fabric Structures	Regulated by office of fire marshall.
Development of Financial Policy: Wage Escalation	To ensure sustainable/affordable salary increases in the long term.
Develop a set of Work/Life Balance Initiatives	Explore options to reduce stressors at the work place to address mental health challenges, attraction and retention challenges and general well-being of workforce. Proposed retirement from work plan, as is ongoing operational work.
Succession Plan	Proposed retirement from work plan, as is ongoing operational work.
Review of Regulatory Delegations from GNWT to City and Develop Action Items	In absence of a City Charter, additional delegations would streamline many processes. Large project requiring dedicated resources.
New Memo to Council Format	Administratively driven initiative. Will follow up internally as resources permit.
Truth and Reconciliation Initiative: Re-naming of Parks, Lakes, and Numbered Streets/Avenues	Develop holistic approach and plan for renaming of parks, lakes and numbered streets/avenues to reflect the history and heritage of the city, and region. Effort will be almost entirely focused on indigenous considerations.
Budget 2026	Removed from work plan, as is required annually by legislation.
Budget 2027	Removed from work plan, as is required annually by legislation.
Evacuation Transportation Plan (CEP)	Removed from work plan, as is part of Community Emergency Plan.
Explore Possibility of an Arts Centre	To promote the arts. Private initiative, removed from work plan.
Holistic Parking Strategy	To be considered as part of Master Transportation Plan.
Community Safety and Well-being Plan	Keystone document. Focus on downtown core but will cover entire city. Explore all general safety challenges and the city's role and responsibilities/actions in well-being of residents. Large project requiring dedicated resources.

Initiative	Comment
Development of Financial Policy: Subsidization	Clearly define guidelines for subsidization of both core and discretionary municipal services.
Grace Lake Development Scheme	Review and update Grace Lake development scheme in regards to Park Node A & C.
TRC Monument	Observer on GNWT working group. Land application submitted, PD working with applicant.
DND/NORAD Administrative Working Group	Removed from work plan, as is administrative initiative.

COMPLETE:

Emergency Evacuation Plan	Through contracted support. Working draft in 2024. Final version in 2025.	PS
Community Emergency Plan	Legislated. Annual update requirement.	PS
Development Incentive By-law (HAF)	Replaces out-of-date version.	PD
Job Classification Renewal	Required for Collective Bargaining.	HR
Land Administration By-law	Streamlining land transactions.	PD
Transit Rebranding and Revisions	New routing, schedules, fares and advertising.	PW
Round Table: Homelessness	Working session to share thoughts and ideas and identify tangible action items.	CS
Transition to New Rec Program Software	Ongoing. Old software no longer meets city's needs.	CS
Development of Budget	Keystone document on annual basis. Capital and Operating.	CORP
Fundamental Review of City Policies – Situational Awareness	Phase 1. Must identify all policies, directives and guidelines that exist and their relevancy.	GLS
Planning and Development Internal Directives and Process Updates (HAF)	Many continuous improvement initiatives ongoing - funded through the Housing Accelerator fund.	PD
Round Table: Climate Change	Working session to share thoughts and ideas and identify tangible action items.	PD
Tourism Strategy	Refine work completed through contracted support. Ensure a clear understanding of level of ambition. Must clearly define role of city in tourism, long-term vision for the Visitor Centre, and desired visitor services.	EOI
Home Energy Retrofit Program	Work with GNWT.	PD
Performance Evaluation Refresh Framework	New Performance Evaluation Template & Review Cycles.	HR
Enhanced Street Outreach	Contract awarded and notice provided to previous vendor. This initiative will be complete when new vendor commences contract work.	CS
Design Standards	Design standards in context of Franklin Hill.	PW
Round Table: Development	Working session to share thoughts and ideas, discuss barriers and identify tangible action items. City Manager continues to engage with development community.	City Manager

Active Transportation Fund Application	Council motion #0039-25 – Council directs administration to apply for the Government of Canada’s Active Transportation Fund using the Active Mobility Integration Project.	CORP
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