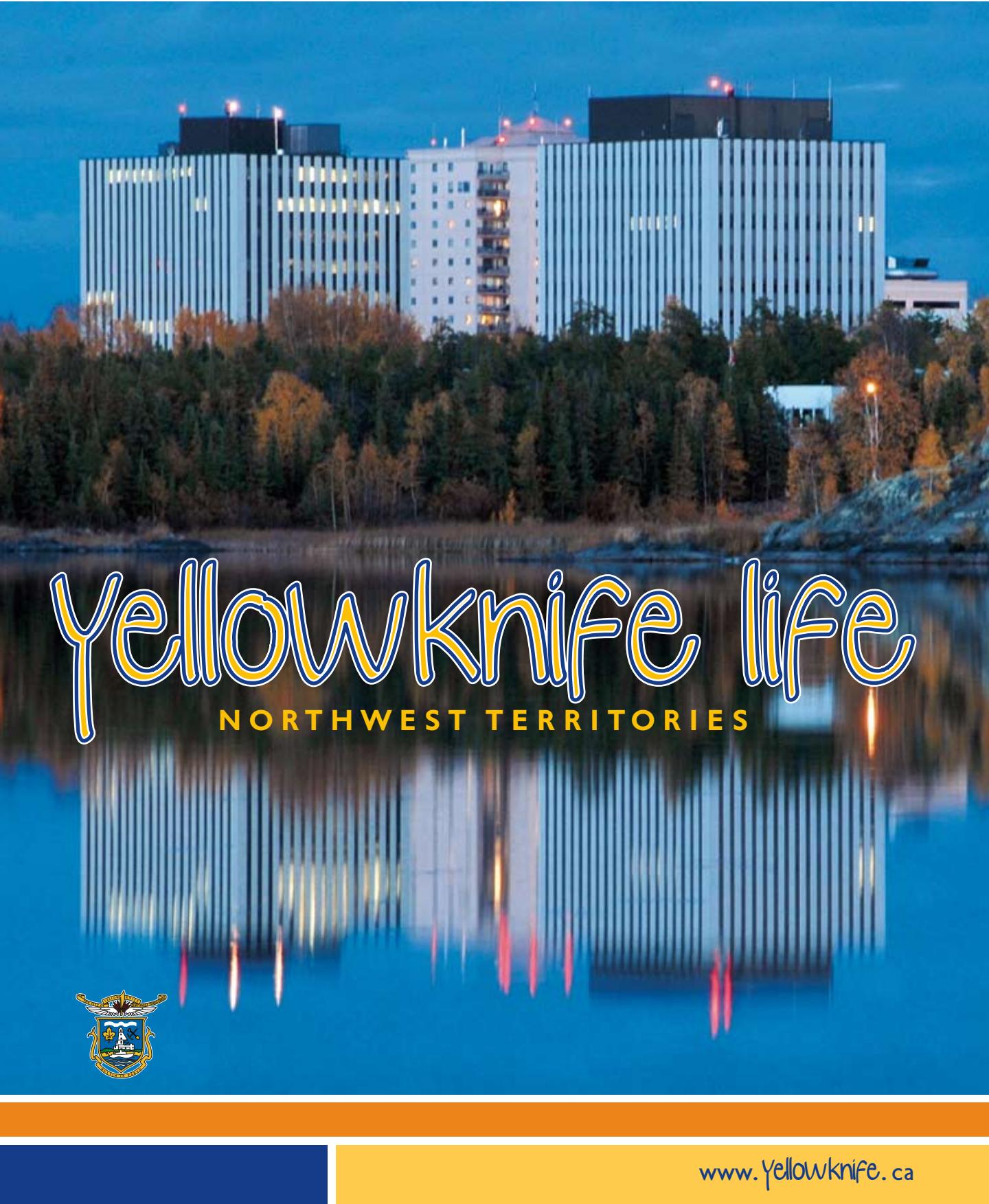


December 31, 2006

2006

ANNUAL
REPORT

A photograph of the Yellowknife skyline at dusk. The buildings are illuminated, and their reflections are visible in the water in the foreground. The sky is a deep blue.

Yellowknife life

NORTHWEST TERRITORIES



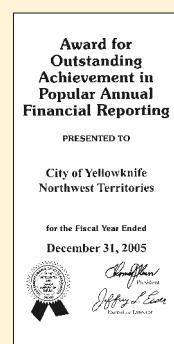
WHAT'S INSIDE

<u>Mayor Gord Van Tighem</u>		<u>Bailey House...</u>	
<u>Seeing the Big Picture</u>	1	<u>A Transitional Home for Men</u>	10
<u>Yellowknife: Why Live Anywhere Else?</u>	2	<u>High-tech Building Inspections</u>	11
<u>Our City Council</u>	4	<u>Citizen Survey</u>	12
<u>The Changing Face of Public Works</u>	5	<u>User-Friendly Trails</u>	14
<u>Sensors Detect Water Leaks</u>	5	<u>A Passion for History</u>	14
<u>Green Plans</u>	6	<u>New Furniture for Wildcat Café</u>	14
<u>Energy Use in Yellowknife</u>	6	<u>Cold Climate Opportunities</u>	15
<u>Manning the Nerve Centre</u>	7	<u>Record November Snowfall</u>	15
<u>User Pay at the City's Landfill</u>	7	<u>Interactive Tourism Display</u>	15
<u>Water Meters going High Tech</u>	7	<u>Building the cityExplorer</u>	16
<u>Passion for Reading</u>	8	<u>Helping Other Communities</u>	16
<u>New Young Adult Area at Library</u>	8	<u>Caribou Carnival Cop</u>	17
<u>Friends of the Library</u>	8	<u>Fire Chief Reid Douglas: A New Challenge</u>	18
<u>Somba K'e Civic Plaza</u>	9	<u>Summary of 2006 Financial Statements</u>	19

City of Yellowknife Annual Report
 For the year ended December 31, 2006
 Prepared by the City of Yellowknife,
 Department of Corporate Services

Cover Photo
 Fall skyline by Cody Peterson

Produced by
 Artisan Press Ltd.



Mayor Gordon Van Tighem... Seeing the Big Picture

Yellowknife Mayor Gordon Van Tighem is a big picture thinker.

When he talks about the city, he's not talking about the corporate entity, but all of Yellowknife. When he looks at Yellowknife, he sees different linkages within the city, and he sees a city that is integrally linked to the Northwest Territories, and the wilderness around it. As Mayor, he's passionate about nurturing these links.

"I like to bring things together, to introduce people and get things happening for the benefit of the people of Yellowknife, and the people of the Northwest Territories," he says. "We're the capital city. We're a government, mining and retail centre. What happens here is of benefit to the entire territory."

To this end, Mayor Van Tighem works closely with others to establish partnerships, not only in his capacity as Mayor, but also as President of the Northwest Territories Association of Communities, Chairperson of the Federation of Canadian Municipalities Northern Forum, President of the Liveable Winter Cities Association, Director of the Northwest Corridor Development Corporation and Director at Large of the Canadian Wildlife Federation.

This year the Mayor is particularly proud of the partnership the City entered into with Diavik Diamond Mines Inc. and the Yellowknife Homelessness Coalition to begin construction of a \$3 million transitional centre for homeless men, Bailey House. The Mayor is also enthusiastic about a budding partnership to investigate the possibility of amalgamating labs and scientific research facilities, as well as developing new research infrastructure for an NWT Environmental Sciences Centres network. "We have many labs. If we put them together, we could have a huge industrial/science complex," he notes.

"When we work together, things happen. It can be as little as picking up coffee cups downtown to make our community more attractive to tourists, or serving on a Chamber of Commerce committee to recommend different viewpoints on our City's budget, or to move a convention centre project ahead. Involvement in our community is key, so let's get out there."

Born in Calgary, Mayor Van Tighem moved to Yellowknife in 1992 with his wife Carol and their three children. He retired from his post as regional manager for the Bank of Montreal in Yellowknife in 1999 and became executive director of the NWT Community Mobilization Partnership for a year before standing for election in 2000. After his first term as Mayor, he was acclaimed in both 2003 and 2006.

When he's not working on behalf of Yellowknife, the Mayor spends his time with his family and hunting and fishing. "I love that I can walk 100 yards from my house and be on a boat on one of the biggest lakes in the world, or I can just sit on the dock and watch the lake," he says.



 **Involvement
in our
community
is key, so let's
get out there.**

A handwritten signature in black ink that reads "Gordon Van Tighem". The signature is fluid and cursive, with a distinct "G" at the beginning.

Yellowknife: Why live anywhere else?

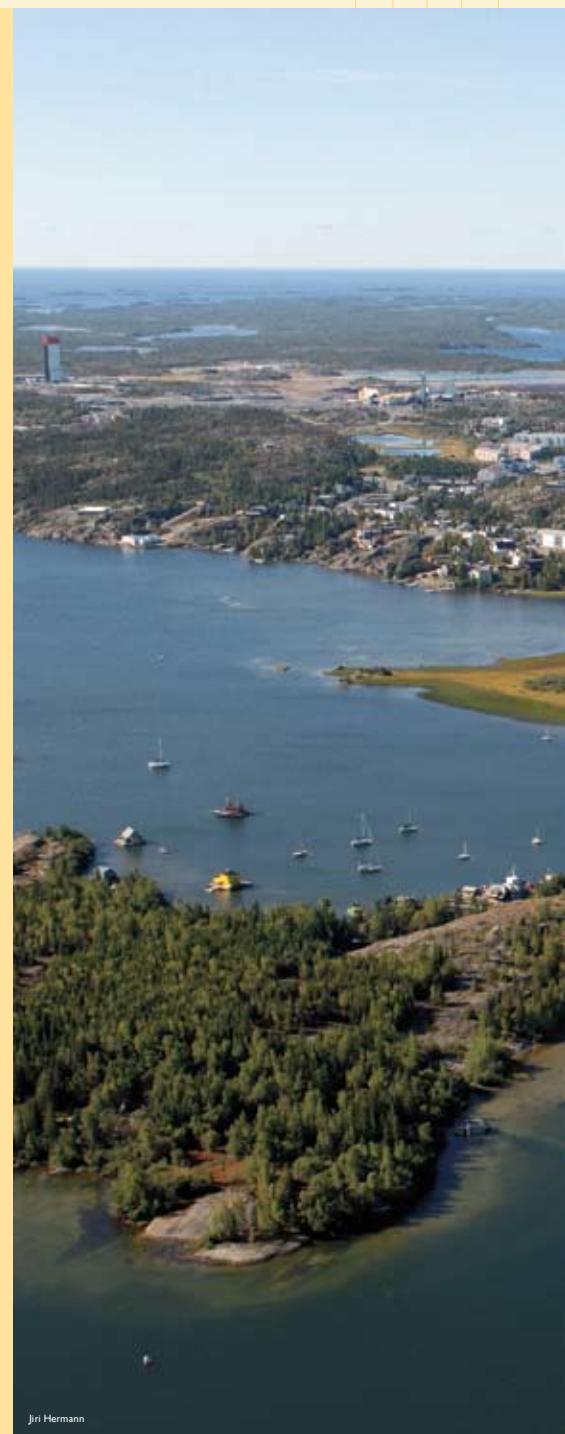
Yellowknife is a gold-mining centre that has re-invented itself as the Diamond Capital of North America™. Set in the pristine wilderness of the Canadian North, Yellowknife is the capital of the Northwest Territories, and a modern city of nearly 20,000. We have the wilderness on our doorstep – and we have all the amenities: daily flights to destinations in southern Canada and throughout the Northwest Territories, friendly people, interesting neighbourhoods, fine hotels, dining, nightlife, music, shopping, live theatre, great recreational programs and facilities, and state-of-the-art education and medical facilities. Those of us who live here love it.

In addition to the northern ambience that we all love, Yellowknife also has a thriving economy, largely as a result of the development of the Canadian diamond industry in the early 1990s. Yellowknife is the staging point for three operating diamond mines in the NWT. In 2006, most of the construction for a third mine was completed in time to start production in 2007. A fourth potential NWT diamond mine is in the regulatory process. A secondary diamond industry, including diamond cutting/polishing plants and diamond supply businesses, that has developed along with the growth of the diamond mines has increased Yellowknife prosperity. The influence of the diamond industry is everywhere, in diamond jewellery sold in the stores, and in the diamond-related activities that are becoming available to visitors.

But diamonds are not all there is to the city's economy. The city is a centre for aurora viewers, a jumping off point for wilderness adventures, and a centre for Aboriginal arts and crafts. We are a government/transportation centre, and stand to benefit from the proposed Mackenzie Valley natural gas pipeline which is currently undergoing regulatory review. This prosperity means jobs and more jobs, so that we enjoy one of the lowest unemployment rates in Canada.

CITY OF YELLOWKNIFE STATS

- Population: 18,695
- Average Family Income (2005): \$121,000
- Unemployment rate (2005): 3.1 per cent



Jiri Hermann



Ken McKay



Blaine Talbot



Sherri Pellerin

YELLOWKNIFE AMENITIES

- 11 schools
- Aurora College with affiliations to Canadian colleges and universities
- Several fitness centres
- State-of-the-art hospital and medical services
- Two arenas (including a twin pad arena)
- Curling rink
- Indoor swimming pool
- Public transportation
- Bowling alley
- Pool hall
- Three-screen movie theatre
- Racquet club
- Numerous parks
- Tennis courts
- Public library
- Live theatre



Christine Rudolph



Kayley Allin



Sergio Gaustein



Colin Joyal

Our City Council

Councillors



Bob Brooks



Mark Heyck



Shelagh Montgomery



David McCann



Paul Falvo



David Wind



Kevin Kennedy



Lydia Bardak

Mission

Council will provide leadership, vision, and direction in assessing the needs and aspirations of the community.

To meet these needs and aspirations, Council will work co-operatively with staff and residents to provide municipal infrastructure, programs, and services that are fiscally responsible and sustainable.

2007 - 2009 Goals and Objectives

Over-arching themes permeating all goals:

Sustainability and Quality of Life

■ Goal 1

An open, transparent, responsive community government engaged in meaningful dialogue with citizens.

OBJECTIVES

1. Encourage public involvement in municipal decision making;
2. Improve the City's communications with residents;
3. Conduct business in a transparent manner while respecting access to information and privacy;
4. Work co-operatively with other orders of government;
5. Encourage the GNWT to update and maintain legislation that relates to the needs of the City.

■ Goal 2

A sustainable, more self sufficient community.

OBJECTIVES

1. Work responsibly toward economic, social, and environmental sustainability;
2. Monitor and plan for mitigating and adapting to the effects of climate change;
3. Responsibly manage solid and liquid waste;
4. Proactively address current and long-term land needs;
5. Encourage diversification of our economy;
6. Promote affordable housing options.

■ Goal 3

A financially healthy corporation that prudently manages its resources to increase efficiency, effectiveness and productivity.

OBJECTIVES

1. Provide cost effective programs and services;
2. Support and actively encourage employee innovation;
3. Encourage a professional, well equipped workforce that takes pride in public service.

■ Goal 4

Infrastructure, services and facilities that meet the needs of residents.

OBJECTIVES

1. Prioritize the recreation needs of the City;
2. Proactively manage the infrastructure gap in Yellowknife;
3. Improve transportation infrastructure and service.

■ Goal 5

A safe, healthy and inclusive community.

OBJECTIVES

1. Become a more inclusive community;
2. Promote community well being;
3. Become a safer community.

■ Goal 6

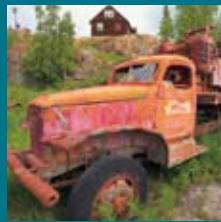
A safe, healthy and inclusive workplace.

OBJECTIVES

1. Become a more inclusive organization;
2. Promote employee well being;
3. Become a safer workplace.



John McDonnell



Christine Rudolph



Kate Palfrey



Jacqueline Oakley

The Changing Face of Public Works

When Richard Beck first started working for the City's Public Works Department 37 years ago, the crews did everything by hand. "There was a lot of shovelling," he says. "We had to dig ditches to lay pipes, and dig again to repair or maintain them." Today most of that work is done by heavy equipment.

Richard is the City's Supervisor of Water/Sewer Systems – and he is its longest-serving employee. He spends his working days supervising an 8 to 12 member crew. Much of his time is spent in his truck driving from one work site to another, and this is one of the things he likes about his job. "I've never wanted an office job, that's for sure," he says. "I'd rather be out here."

In a northern city such as Yellowknife, much of Richard's job involves ensuring the water/sewer system doesn't freeze up.

On a typical spring day, Richard visits 2 crew members who are systematically descending into the City's manholes to check water temperature and pressure, and also the chlorine content. They make sure the water temperature is just warm enough to keep it from freezing and that all the right valves are turned on so the water keeps circulating.

All is well with the tests, so Richard moves on to another area in the city where other crew members are working with a steam truck and a vector truck

to thaw out a frozen pipe. The job, Richard learns, is going to take longer than anticipated so he makes arrangements for his staff to get lunch at the site.

We had to dig ditches to lay pipes, and dig again to repair or maintain them. Today most of that work is done by heavy equipment.

Dealing with frozen pipes is a lot easier than it used to be, says Richard. "We used to jackhammer through the frost, all day long, to get to the pipe. Then we'd get old tires and rubber, douse them with diesel fuel and burn them all night to thaw the pipe out." Now a backhoe can run a jackhammer to get through the frost, a steam truck thaws out the pipe and the Vector flushes the system.

Another big difference between then and now is that in the old days, the crews working on the water/sewer carried the layout of the underground pipes in their heads and would pass on that information verbally. "Nowadays, it's all mapped on computers at City Hall," says Richard.

Sensors Detect Water Leaks

"I've got the best job in the city," enthuses Brian Cole as he drives his truck through the streets in his search for leaks in the City's water/sewer system. "I like working by myself," he says. "I just go and do my own thing, looking for breaks."

To check for leaks, Brian uses a pair of sensors, called Leak Noise Correlators, which magnetically attach to fire hydrants like a stethoscope. After attaching one to a hydrant, the other goes on the next hydrant, some 150 metres apart. The sensors can detect leaks by measuring the noise in the pipes. "If a waterline is very noisy, that means there's a break," explains Brian.

When the sensors indicate a problem, Brian follows up with manual noise checks of lines inside residences, and when he's located the faulty line, he uses measurements and a line locator to pinpoint the break. "All the measurements have got to be perfect," he says. "Because then you've got to dig, and that costs money – especially if they're going through fresh pavement."

By systematically checking the water lines, it is Brian's goal to detect leaks as quickly as possible. "This is very important," he says, "because the faster we find the breaks, the less money we'll spend."

Brian has been working for the City since 1989, and on leak patrol since the early 1990s.

Green Plans... Roadmap to Saving Energy

Yellowknife-born Mark Henry felt the chance to become the City's Energy Coordinator was too good of an opportunity to miss. "Anything energy-related is my passion," he says, "and I know there's a better way of using it than we've been using it all along."

The creation of the two-year position of Energy Coordinator was recommended by the Community Energy Plan, developed by a cross-section of community representatives and adopted by the City in 2006. It's Mark's job to work with departments to raise awareness of energy issues and help implement the recommendations of the energy plan so that the City can meet its targets of reducing emissions in municipal operations by 20 per cent, and by six per cent in the entire community, by 2014.



Colin Joyal

Energy Use in Yellowknife

At 19 tonnes per person, Yellowknifers' greenhouse gas emissions are almost twice the national average. Our energy use as a community can be broken down into three sectors:

- Electricity: 15%
- Transportation: 15%
- Space heating: 70%

ENERGY COST SAVING MEASURES IN 2006

Ways the City reduced energy costs in 2006 included:

- Installation of brighter, more visible LED traffic lights (90% cost reduction).
- Lighting, plumbing and shower upgrades at the Ruth Inch Memorial Pool (an annual saving of \$22,500 in electrical costs, and \$35,000 in heating water costs).

It's the opportune time for this sort of work, Mark says. "Never has there been so much talk and scientific data on the effect of climate change on our way of life. I don't have to convince anybody of anything, I can just focus on getting things done. This is something the public wants."

Everything the City does has an energy component, says Mark, and the trick is to ensure that the energy component is a consideration. "The most exciting part of my job is hearing people talk about energy and make it a primary issue in their planning."

Energy conservation not only reduces greenhouse gases, it also saves money, says Mark. "The City as a whole spends about \$115 million on energy. If we reduced it by 10 per cent, there would be about \$12 million more disposal income in the community."

Some of the projects Mark worked on with City departments in 2006 were:

- Working to complete energy audits on all City structures to determine how energy is used and how it can be conserved. Plans to retrofit structures can be made when the audits are complete.
- Developing a green procurement policy to ensure that City vehicles are replaced by energy efficient vehicles, such as Smart Cars, instead of trucks, for office staff.
- Changing the way projects are planned to ensure that energy efficiency is a consideration in the planning process.
- Developing energy efficient building standards for all construction in Yellowknife.
- Extension of the Niven Lake Trail, and improvement of the Frame Lake Trail to encourage people to walk, instead of drive.

Because most of our electricity is generated from hydro, it makes up only 3% of our total emissions. Our largest user of energy by far is for space heating, costing the community \$65 million annually and representing close to 80% of our total emissions. As a result, it was clear that the community energy plan had to focus on reducing space heating needs.



Maxim Bloudov



Anthony Cannon



John Schnell



Sergio Gaustein



Anthony Cannon

Manning the Nerve Centre

As the Pumphouse Relief Operator, Gerry Morris takes his turn, every summer, at operating the nerve centre of the City's water/sewer system in Pumphouse No. 1.

When he's on duty, he keeps a close eye on a computer screen that gives an overview of the entire water/sewer system. At the same time, he answers the City's emergency phone and the bylaw and general complaints phone – and when everything happens all at once, it can get very hectic. In fact, says Gerry, "some of my 12-hour shifts go by so fast, I don't even know I'm here."

One of four pumphouses that keep water circulating throughout the city, Pumphouse No. 1 is the headquarters of the Supervisory Control and Data Acquisition (SCADA) System. The system tells Gerry, at a glance, information such as the inflow and outflow pressure at each pumphouse, and the water chlorine levels.

"This is manned 24 hours a day, 365 days a year. If something loses pressure, an alarm will sound here, and we can control the pumps right from this computer," Gerry explains.

The SCADA System also monitors the City's 11 lift stations which operate the sewage system, although the stations run automatically, and can't be controlled through SCADA.

Water Meters going High Tech

Over the last several years, the City has been in the process of replacing all the old imperial water meters with new metric meters. About 450 meters were replaced in 2006, leaving only 250 to be replaced. The new meters also have the capability of being linked to a computerized hands-off system.

User Pay at the City's Landfill

Kate Thomson is dedicated to preserving the environment, and her job at the City's Solid Waste Management Facility gives her a hands-on opportunity to do something about it.

As cashier, Kate works in the facility's gatehouse to collect the fees implemented by the City's User Pay System. And user pay helps save the environment, by encouraging people to recycle, says Kate. "Recycling is up because of user pay. It's great helping people become more aware of how much they throw out."

In fact, in 2006, Yellowknife residents produced 20 per cent less waste, and recycling doubled – developments that can be attributed to implementation of user pay early in the year, and

an increase in the number of recycling depots in the city.

For Kate, raising awareness extends beyond the user pay system. During quiet times at the gatehouse, she helps develop pamphlets on topics such as how to compost. She was also happy to help out with a school tour of the Waste Management Facility. "If kids learn about recycling at school, they take it home with them," she notes.

Fact File

- Yellowknife residents produced 20% less waste in 2006 and recycling doubled



Passion for Reading



Manager of the Yellowknife Library Deborah Bruser loves books. "I love to read and I love the role of librarian in a community like this. I love having the opportunity to build a collection that is really reflective of the North."

Deborah has worked at the Yellowknife Public Library for about 10 years now, the last five of those as manager. She says there's never

been a day when she didn't get excited about coming to work.

She particularly likes the fact that the library and community is small enough so that she's not consumed by the administrative work that goes along with being the manager. "I can be a Jane of all trades. I don't feel I've lost touch with the grassroots stuff. I can still talk to readers about the books they've read and make suggestions for other books."

The library is always changing. Over the years, Deborah has overseen a number of changes to the Library, including one major renovation, the installation of a new library system, and the expansion of the collection to include DVDs. In 2006, the library developed a new teen area, and Deborah is looking forward to a major library facelift in 2007.

Friends of the Library

Each year the Yellowknife Public Library holds public book sales as it continues to renew its collection. In 2006, these sales were taken over by a volunteer group called *Friends of the Library* – and they were a smashing success.

"We increased the take by moving to free-will donations," says Tanya Krueger, *Friends of the Library* President. Instead of pricing all the books, buyers were able to take the books in return for whatever they wanted to donate.

Some \$5000 was raised in the two book sales held in 2006. The *Friends* turned the money back to the library but were able to make suggestions as to how it could be spent. The money was used to develop the new Young Adult Area in the Library, and buy new books for the childrens' and young adult collections.

The *Friends of the Library* was founded in 2005, and has about 30 members. Its goals are to support the resources, programs and services of the library.

New Young Adult Area at Library

The Yellowknife Public Library became a little more friendly to teenagers in 2006 with the addition of a new Young Adult Area in the library. The young adult material has been pulled out of the stacks and put in the new area. It has a bulletin board which posts the latest news of interest to teens, and soft seating so they can sit and read in comfort.



Kayley Allin



Janice Daly



St-Pierre

Somba K'e Civic Plaza

Grant White is excited about the new Somba K'e Civic Plaza that's going to be built beside City Hall on the old Gerry Murphy Arena site – a project that was planned in 2006 and will begin construction in 2007.

"It'll be great! It will, by far, be the crown for all the parks and green space in Yellowknife," he says. "There will be grass and trees where people can relax and socialize. It will include an amphitheatre, and access to Frame Lake. The area will be connected to the Frame Lake Trail system, and eventually a library and arts complex will be constructed."

The whole design for the project is based on circles, says Grant, and when it's finished it will be able to accommodate large community gatherings such as Canada Day and National Aboriginal Day celebrations.

The project is one of many that has served to keep Grant enthusiastic about his job as Director of Community Services. He oversees the arenas, the swimming pool, the trail system, the recreation

programs, and more. "There's no room for being bored. The work is so diverse, and there is so much to do," he says.

SOMBA K'E CIVIC AREA

The Somba K'e Civic Area will encompass:

- City Hall
- Civic Plaza in front of City Hall
- Waterfront Promenade
- Amphitheatre
- Lakeside Trail
- Washroom/Change Service Building
- Link to Mildred Hall School
- Parking
- Library/Arts Complex

Most of the project will be constructed in 2007 and 2008. The Library and Arts Complex is scheduled to be added at a later date.



Jiri Hermann

Bailey House...

A Transitional Home for Men



A smile breaks out on Dayle Handy's face when she talks about the June, 2006, sod-turning for Yellowknife's new transitional house for men, Bailey House.

As the City's Homelessness Coordinator in 2006, Dayle's job was to work with the City and Yellowknife Homelessness Coalition to administer funds from the Homelessness Partnering Strategy to help homeless people in Yellowknife.

One of the most exciting of the many projects Dayle has worked on is Bailey House.

Named for Reverend Gordon and Ruth Bailey who for many years opened their home to the less fortunate people of the city, the Bailey House will be able to accommodate up to 32 men while they make the transition from homelessness to self-sufficient independent living.

The house will offer long-term support programs and be staffed on a 24/7 basis, says Dayle. There will be specific criteria for admissions, and men will have to stay clean and sober while they are in residence. They will initially sign a six-month lease, but can be granted six-month extensions up to a maximum of three years in exceptional cases.

Bailey House is being constructed through a partnership agreement with Diavik Diamond Mines Inc. which is providing project management for the facility.

For Dayle, this work is close to her heart. Before coming to Yellowknife two years ago, she opened up her house in Nanaimo to women who were exiting the sex trade and recovering from addiction. "I'm passionate about social issues, and about supporting people who need it," she says. "My biggest asset is my willingness to accept people for who they are, and where they're at, to accept their life experiences and the challenges before them."



Sergio Gaustein



Jiri Hermann



Larry Elkin

High-tech Building Inspections

City building inspections are going high-tech, and Bill Fandrick is leading the charge.

Under the old system, says Fandrick, every building inspection was recorded by paper and in log books. This was improved upon when data was recorded on computers at City Hall, but building inspectors still had to fill out a report on paper when conducting on-site inspections.

Now, using the system developed in 2006, inspectors can carry tablets (lap-top computers) to the building site and put the information into the system as they carry out their inspection. Information can either be written on the tablet screen or entered by keyboard. The inspector can link into the City's information system, and generate a building inspection report on site. "This way, the contractor will get a clear, concise report complete with photographs, while the inspector is still on site," Bill says. "The system cuts down on paper flow and manpower, and also improves service."

 **This way, the contractor will get a clear, concise report complete with photographs, while the inspector is still on site.**

The implementation of the computerized inspection system is one of the challenges that Bill likes about his new job as the Building Inspector Manager. He started the job about a year ago, after spending several years as a consultant. "I like to have a new challenge every few years or so," he says.

PERMITS ISSUED

In 2006, the City issued 531 building permits, along with 478 mechanical permits for construction activity, totalling more than \$22 million.

In addition, some 262 Business Licences were issued for new business, while 1,134 Business Licences were renewed.



Blaine Talbot

Citizen Survey

Overview

The citizen survey is a tool used by City Council to determine how well the City is meeting the needs of its residents. It is also used to help guide the City as it makes decisions regarding planning, budgeting and issues management. The citizen survey has been conducted on an annual basis since 2001. This year it took place between March 27th and April 7th, 2007, and was conducted by Ipsos Reid.

The main objectives of this year's research was :

- Determine issues in need of attention from local leaders;
- Assess residents' perceptions towards quality of life;
- Assess importance of, satisfaction with and usage of selected City services;
- Measure residents' perceived value for taxes; and,
- Determine residents' attitudes towards Yellowknife's housing supply.

A total of 801 interviews were conducted with a randomly selected representative sample of Yellowknifer's aged 16 years and older. The final data was weighted to ensure that the age and gender distribution reflects that of the actual population in the City according to the 2001 Census data. Overall results are accurate to ± 3.5 percentage points 19 times out of 20. The complete report on the survey is available on the City's website www.yellowknife.ca and at City Hall reception.

VALUE FOR TAXES

Yellowknife residents' perception of the value they receive for the taxes they pay has remained steady over the past few years at 76% in 2007 and 75% in 2006. This is slightly lower than in other surveyed Canadian Municipalities (80% in 2007 and 79% in 2006).

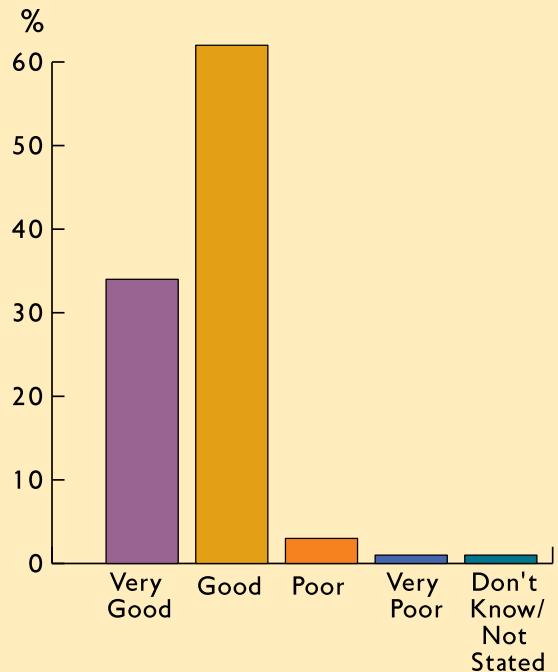
STRONG SUPPORT FOR ADOPTING HIGHER ENERGY EFFICIENT BUILDING STANDARDS

The vast majority (88%) of citizens would support the City adopting higher energy efficiency requirements for new residential and commercial developments. Furthermore, the intensity of support is high, with 59% of residents saying they would "strongly support" such an initiative. Overall, these findings suggest most citizens feel the City is on the right track with its approach to energy conservation.

QUALITY OF LIFE

Citizens are united in their positive outlook for the quality of life in Yellowknife.

Overall, residents are delighted with the quality of life they experience in their community, with fully 96% rating the quality of life in Yellowknife positively. More specifically, 34% of citizens rate the quality of life in Yellowknife as "very good" and another 62% regard it as "good".



Yellowknife residents' overall perceptions of quality of life are on par with other surveyed Canadian municipalities (96% "very good/good" Canada norm). However, the intensity of ratings is lower in Yellowknife (40% "very good" Canada norm).

Fact File

Overall, there is greatest demand for low density housing including single-family homes and duplexes, with 52% of citizens saying there is "too little" of this type of housing in Yellowknife.



Ken MacKay



Karen Murchie



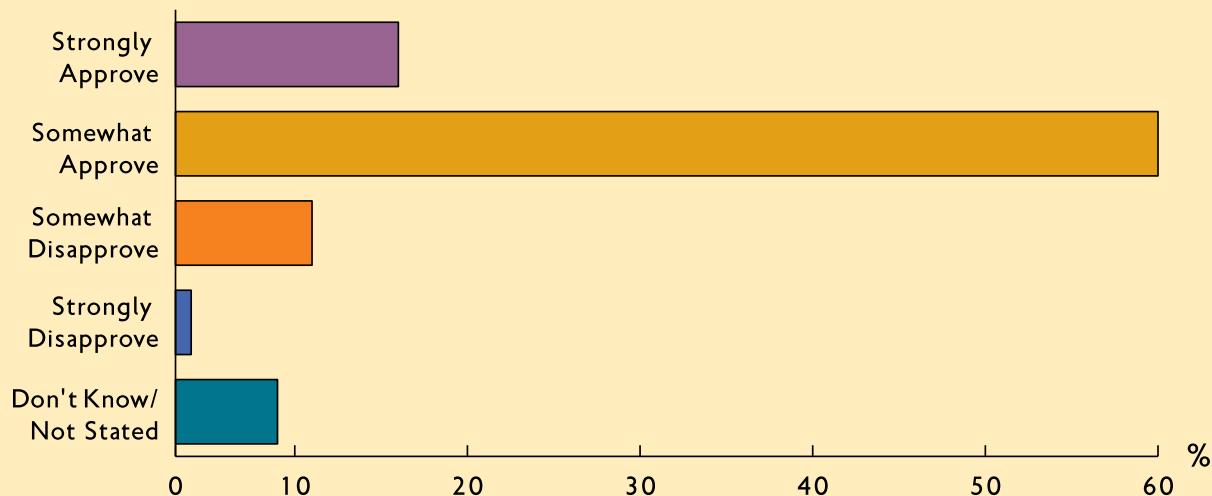
Christine Rudolph



Patrick Kane

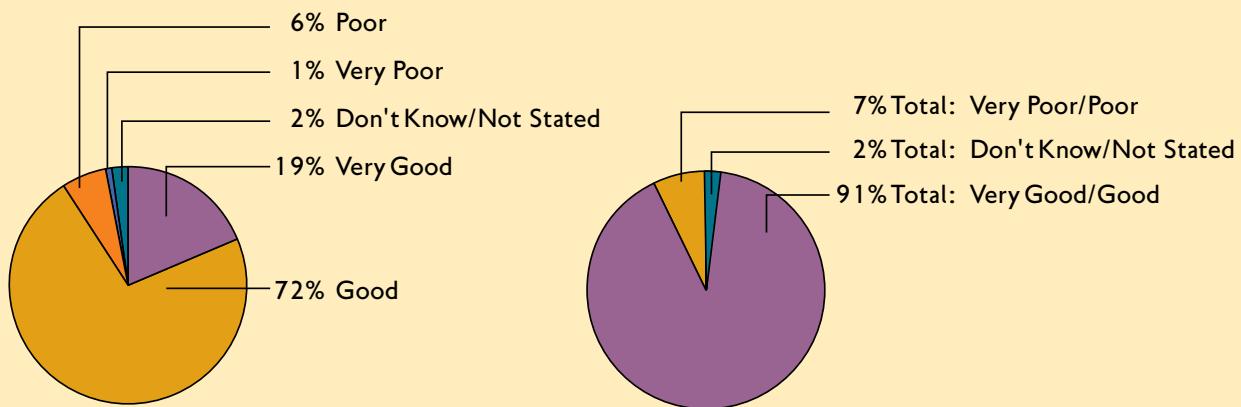
MOST RESIDENTS APPROVE OF COUNCIL'S PERFORMANCE TO-DATE

Perceptions of City Council's performance are predominately positive, with more than three-quarters (77%) of Yellowknife residents saying they approve of Council's performance to-date (when assessing Council's performance, respondents were asked to specifically focus on Council's performance since the October, 2006 election).



CITY STAFF RECEIVE FAVOURABLE PERFORMANCE RATINGS OVERALL

The vast majority (91%) of citizens rate overall performance of City staff favourably. Most (73%) say City staff are doing a "good" job; fewer (19%) believe City staff are doing a "very good job". The perception of City staff this year has grown 6 points as compared to 2005 (85%).



All survey information is tabulated using: Base: All respondents (n=801)



Jiri Hermann



Karen Murchie



Kayley Allin



Mel Cyba

User-Friendly Trails

As an avid user of the city's trail system, Andrew Morton has a personal interest in the work he does to maintain the city's trail system.

For example, in 2006 the City built a connector trail to link the Niven Lake Trail to the newer side of Niven Drive. Andrew first noticed the need for the link two years ago when, after becoming a new father, he found himself pushing a baby carriage along the trail. "I got to the end of the trail, and I had to go all the way back, pushing a stroller," he says. With the new development, it's possible to walk the trail without backtracking.

All three of the City-maintained walking trails (Frame Lake, Niven Lake and Range Lake) are part of the Trans Canada Trail

Andrew was also pleased to see the complete paving of the Frame Lake Trail. "When I first moved to Yellowknife, I used to roller blade the trail every day," he says. "That unpaved section of the trail always annoyed me. Now the trail is more user-friendly for wheels."

New furniture for Wildcat Café

The historic Wildcat Café installed new furniture in the summer of 2006. The furniture was made by a local carpenter who was careful to ensure that the new furniture fit the ambience of the café. Open during summer months, the café is Yellowknife's oldest restaurant and an important tourist attraction.



William Nalley

The new pavement also makes the trail easier to maintain in the winter. "You can't use a snowblower on a gravel surface, so we had to treat that gravel section differently," says Andrew. "We're always looking to see how we can simplify operations and answer public needs at the same time."

All three of the City-maintained walking trails (Frame Lake, Niven Lake and Range Lake) are part of the Trans Canada Trail – a fact that was celebrated with the opening of the Trans Canada Trail Pavilion at the foot of Matonabee Street on the Frame Lake Trail in July, 2006.

As the City's Manager of Facilities, Andrew is responsible for developing and maintaining city parks, arenas, the City Hall building as well as the heritage buildings owned by the City. It's a demanding job, and that's the way he likes it. "There are so many things going on. The scope is so big, that I'm always busy."

A Passion for History

Wayne Bryant loves history and it shows.

Recipient of the City's 2006 Heritage Award, Wayne served on the City's Heritage Committee from 2000 to 2006, and is also a founding member of the NWT Mining Heritage Society.

Wayne has taken part in many heritage projects over the years including the designation of some buildings as heritage sites, the creation of the Old Town Walking Tour pamphlet, and preservation of mining artifacts. But one of his favourite projects has been the inauguration of old time story-telling as part of Heritage Week activities.

"I initiated the story-telling festival," he says. "I love to listen to the old timers and aboriginal people who have some history here, tell stories of how Yellowknife grew up. The event has become very popular." All the stories are taped for the historical record, he adds.

Wayne and his wife Mary came to Yellowknife in the early 1970s. He says he loves the excitement and adventure of the North, and loves that he has had the opportunity to see every corner of it.

Wayne and Mary are also the recent recipients of an Appreciation Award from the NWT Mining Heritage Society.



Ken MacKay



Gary Maund



Jack op der Heijde



Donna Dooley

Cold Climate Opportunities

Everybody likes to talk about how cold it is in Yellowknife, but Leslie Valpy, the City's Economic Development Officer, has been busy thinking about how to turn our cold climate into opportunity.

Leslie spent a lot of her time in 2006, working with consultants who are researching ways Yellowknife could become a centre for cold climate research and testing. "We started out to investigate the possibilities for expanding cold climate testing of products such as cars," says Leslie. "But the report quickly went beyond that."

The report examines a myriad of ways Yellowknife can capitalize on its climate. Can we expand cold climate research? Can we build a northern research centre and export the research? Can Yellowknife attract automobile

companies on a regular basis to test their cars here? Could Yellowknife become a centre for research into cold climate construction materials? Can the city become a base for studies into how to mitigate the effects of climate change on cold climates?

The report also looks at the cold climate research and testing that had previously taken place in the NWT and Yellowknife, and examines other world centres which have capitalized on these opportunities.

Taking advantage of opportunities provided by our cold climate is seen as a way of diversifying the City's economy which is heavily dependent on resource development. It was one of three areas of economic potential identified by a report entitled *A New Paradigm for Economic*

Growth, which was completed in 2006. The other areas were geothermal energy generation and developing a diamond jewellery industry to complement other components of the local diamond industry.

Leslie has worked as the City's Economic Development Officer for three years. "I like working in economic development because it has substance and diversity," she says.

Record November Snowfall

City crews were out in full force during November, 2006, to clear record amounts of snow. The annual average Yellowknife snowfall between 1971 and 2000 was 151.8 cm. But 167.8 cm of snow fell in 2006 – and nearly half of that, 73.6 cm, fell between November 3 and November 19, 2006.



Blair Wyshynski

Interactive Tourism Display

The City's Economic Development Department is a partner in the development of an interactive display at the Northern Frontier Visitors' Centre. The main part of the display will focus on the NWT diamond industry, following the diamond trail from a rough stone in the ground to a piece of jewellery on display at a retailer. Secondary displays focus on Aboriginal culture and aurora tourism. The displays are expected to be completed in 2008.

Building the **cityExplorer**

In her office in the basement of City Hall, Sarah MacLaurin works diligently to maintain and improve the City's new online interactive map tool, called **cityExplorer**.

Launched from the City's website in November 2006, **cityExplorer** allows users to access and display City information such as streets, properties, lakes, buildings, assessed values, zoning, parks, recreational trails, snow removal priorities, bus routes and schedules, and more. The information is layered onto a base map, allowing users to customize their own maps by selecting only the layers they want to see and by focusing on their particular area of interest.

"**cityExplorer** is a user-friendly, one-stop place to get information about almost every aspect of the City" says Sarah. It can be used by city residents, by tourists and by people who are planning to move to Yellowknife." As a recent arrival in Yellowknife herself, Sarah says she could have used the tool when she and her husband were planning to move here from Ontario two and half years ago.

Getting **cityExplorer** up and running was a considerable undertaking, says Sarah, and the work is still underway. Sarah's job (newly created in 2006) as Systems

Analyst for GIS is to maintain and develop the system. She makes sure the information stays up-to-date, and continues to work on adding new layers and functionality.

cityExplorer is actually two parallel systems: a public system, and an internal system used by City administrative staff. The internal system, includes more layers of information, and involves important integrations with existing City databases. The goal with the internal system is to continue developing these integrations with other City Hall databases and systems, resulting in an even more valuable, and efficient tool for accessing and analyzing information. One example of a future integration is with the City's document management system. Linking **cityExplorer** with this system would enable staff to click on a property within the city and all of the feature's associated documents would be retrieved for viewing, notes Sarah. This integration, however, may still take several months to become realized, as numerous historic documents still need to be scanned and put into the system.

Sarah finds the work challenging and rewarding. "I love creating stuff like this and seeing the immediate benefits to people," she says.

Helping Other Communities

Johanna Elliott is dedicated not only to developing aquatics programs for Yellowknife, but also for people outside the city.

In addition to her work as supervisor of the Ruth Inch Memorial Pool, Johanna serves as the President of the NWT Recreation and Parks Association (NWTRPA). One of the programs the NWTRPA has been working on is to develop a Shallow Water Pool Certification Program in the NWT which would allow community people to become lifeguards at smaller pools.

Although Yellowknife has a full-fledged pool and offers numerous aquatic programs, many smaller communities in the NWT only have three-foot pools that are not operational all year long, explains

Johanna. In the smaller pools, it's difficult for local people to fulfill the rigorous swimming requirements for the Bronze Medallion or Bronze Cross to become certified lifeguards. At the same time, they won't have to swim great distances in the small pools to rescue somebody, so the rigorous swimming requirement is not really necessary.

"So in 2006, the NWTRPA and the Lifesaving Society worked to develop a program, to be piloted in Yellowknife in July, 2007, that will certify Shallow Water Lifeguards for community facilities" say Johanna. "This fits in with the City's mandate of helping other communities."

Johanna has been working as pool supervisor in Yellowknife for about 10 years. She loves the variety of



Martin Darku

the work, and the chance to work with motivated and responsible young people who work to get their Bronze Medallion/Cross, and then stay on as lifeguards. "It's great to see these kids grow through the system," she says.



FEATURE EVENTS AT CARIBOU CARNIVAL

- Ugly Truck & Dog Contest
- Snowmobile Races
- Beard Growing Contest
- Canadian Championship Dog Derby

Kris Johnson



Jiri Hermann



Jiri Hermann

Caribou Carnival Cop

This year at Caribou Carnival, the City's newest Municipal Enforcement recruit Maciek Juszczyszyn, got to spend time as a Caribou Carnival Cop – a real one. Maciek patrolled the carnival site on one of the Division's two snowmobiles to make sure that carnival-goers were safe and to be first on the scene if anything untoward happened. Fortunately, nothing did.

"I got out to meet people from the community. Our snow machine has lights, like a police car, and I got to show it off. I saw the dog races, and the snow sculptures," he says.

It was a far cry from what Maciek was used to as an officer in Ottawa – but then that's what he wanted.

Maciek was looking for something different from southern Ontario where he grew up. So when the opportunity came up to work for Municipal Enforcement for the City of Yellowknife, he decided to give it a try.

"Yellowknife is such an interesting and unique part of Canada, drastically different from Ontario," he says.

One of the biggest differences between doing municipal enforcement in Yellowknife, as compared to Ottawa is that in Yellowknife, Municipal Officers are tasked with enforcing the NWT Motor Vehicle Act. In fact, traffic enforcement is the biggest part of his job, although he also enforces city bylaws, picks up dogs, inspects taxis, responds to complaints and so on. "The whole thing is about keeping the public safe," he says.

Maciek loves the variety of the work. "I show up every day, and I never know what's going to happen," he says. But he knows for sure that it's going to involve people, and that's another thing he loves about the job – that it puts him in touch with the public on a daily basis.

"I get bored if I'm stuck in an office at a desk, doing the same thing over and over," he says. "I can't think of anything else I'd rather do."

Maciek is one of 11 municipal enforcement staff members who work hard to keep Yellowknife residents safe.



Jiri Hermann

Fire Chief Reid Douglas: A New Challenge

On October 16, 2006, Fire Chief Reid Douglas became the first externally-hired fire chief in the history of the Yellowknife Fire Department. Before coming to Yellowknife, Reid worked as the Fire Chief for the City of North Vancouver for five years, and as Assistant Deputy Fire Chief for the City of Winnipeg Fire and Paramedic Service for 26 years.



One of his first goals was to increase the level of training for firefighters. Merlin Klassen was hired to the newly-created position of Deputy Chief of Employee Safety and Training in November, 2006. "Training is key to being able to do the job effectively," says Reid.

Reid has also spent time acting as an advocate for the fire department and getting to know Yellowknife. "I've had the opportunity to meet many people. It's a very diverse community, and people that live here love it," he says.



It's an opportunity to put my expertise and energy into a new department and make a difference.

"Yellowknife is a new challenge and a new environment," he says. "It's an opportunity to put my expertise and energy into a new department and make a difference."

Reid is excited about the challenge of running both the fire department and emergency medical services under the same umbrella. "These are really two businesses," he says. "There are very few fully-integrated fire departments in Canada. Having them both under one administration makes sense and is better for the taxpayer. It is the way of the future for the fire service in Canada. This was a big draw for me."

2006 FIRE DEPARTMENT STATISTICS

- Fire responses (structure and motor vehicle fires and false alarms): 462
- Inspections (dayhomes, daycares, complaints): 179
- Medical (Medivacs, Emergency Medical): 2278
- Public Service (ice testing, programs etc.): 502
- Rescues (elevators, motor vehicle accidents etc.): 58

Summary of 2006 Financial Statements

The following condensed financial statements are derived from the City's Audited Financial Report which is prepared according to Canadian Generally Accepted Accounting Principles. The financial statements are the responsibility of management. Auditor's responsibility is to express an opinion on these financial statements based on their audit. Visit City Hall or the City website to see the Audited Financial Report, which contains the complete audited financial statements and other key financial information.

	2006 Budget (\$000's)	2006 Actual (\$000's)	2005 Actual (\$000's)
Statement of Financial Activities			
For the year ended December 31, 2006			
Revenues			
Taxes	\$16,747	\$16,697	\$15,861
User Charges	16,521	17,012	15,048
Government Transfers	10,407	11,717	8,543
	<hr/> 43,675	<hr/> 45,426	<hr/> 39,452
Expenditures			
Capital	11,752	10,743	8,034
Debenture Interest	578	566	750
Grants	430	431	431
Operations & Maintenance	14,145	13,908	13,407
Salaries	15,078	14,645	13,836
Valuation Allowance	40	(95)	395
	<hr/> 42,023	<hr/> 40,198	<hr/> 36,853
Net Revenue	1,652	5,228	2,599
Debt Repaid	(1,959)	(1,965)	(1,850)
Change in Fund Balance	(307)	3,263	749
Opening Fund Balances	7,293	7,846	7,097
Closing Fund Balances	<hr/> \$6,986	<hr/> \$11,109	<hr/> \$7,846

Management Discussion And Analysis

December 31, 2006

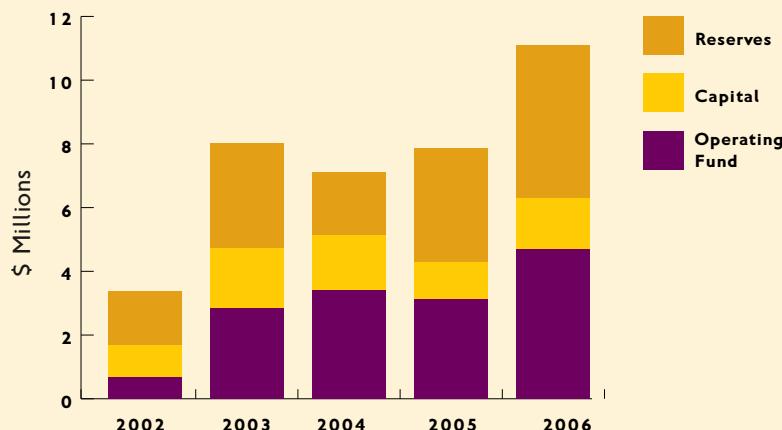
SUMMARY

Overall, the City is experiencing a slowdown in building activity that is affecting building permit revenues and assessment growth. The City is managing its financial resources in a prudent manner during this period and monitoring the affect of certain inflationary pressures such as fuel and power rates. At year-end, the City has managed to maintain a sound financial condition with Fund and Reserve balances of \$11.1 million (2005 - \$7.8 million). The City is also making good progress in reducing its reliance on long term debt to fund core capital funding obligations and at year-end, the City's long term debt was \$8.7 million compared to \$10.7 in 2005.

At year end, there is a \$2.6 million balance in the Land Development Fund that will be instrumental in the City's ability to finance development in the Niven Lake residential subdivision and the Airport West Industrial Park. In 2006, there was a notable improvement in the Solid Waste Management Fund's financial performance as the City fully implemented the User Pay System for solid waste disposal. The fund is now operating in a surplus position of \$346,000 compared to a \$633,000 deficit in 2005.

The City is adapting to the financial challenges associated with mine closures, reducing taxation revenues and water and sewer costs that exceed revenues. The City is actively planning to mitigate these financial concerns in 2007 and beyond.

Fund Balance



Reserves are established at the discretion of Council to set aside funds for the future operating and capital expenditures. Operating funds include general, water and sewer, solid waste management, land development, and service connection failure assistance program operations.

Statement of Financial Position

As at December 31, 2006

Assets

	2006 (\$000's)	2005 (\$000's)
Cash	\$12,523	\$6,867
Receivables	10,064	7,407
Land	776	1,109
Deferred Expenses	300	-
Prepays	316	367
	23,979	15,750
Capital	225,746	215,054
	<u>\$249,725</u>	<u>\$230,804</u>

Liabilities

Accounts Payable and Accrued Liabilities	\$7,837	\$7,795
Deferred Revenue	5,032	109
Long-Term Debt	8,724	10,689
	21,593	18,593

Financial Position

Investment in Capital	217,023	204,365
Operating Funds	6,289	4,293
Reserves	4,820	3,553
	<u>\$249,725</u>	<u>\$230,804</u>

FINANCIAL POSITION

The City's overall financial position is very good with cash on hand of \$12.5 million and fund balances of \$11.1 million. The cash balance would normally be about \$7 million but is higher due to \$5 million in grants from the Gas Tax Agreement and Community Capacity Building Fund that were received in 2006 but will be expended in 2007.

The City has five operating funds: General Fund, Land Development Fund, Solid Waste Management Fund, Water and Sewer Fund and Service Connection Failure Assistance Fund. The current balance in these operating funds is \$4.7 million, compared to \$3.1 million last year. The General Fund, Solid Waste Management Fund and Land Development Fund are well funded within the budget policies of Council. The Water and Sewer Fund and Service Connection Failure Assistance Fund will need to improve their performance to achieve the objectives set by the Budget Stabilization Policy. The City has set aside funding in 2007 to review options to improve the financial condition of these two operating funds, and corrective measures are expected in 2007 and 2008.

The City maintains a Capital Fund and Reserves to fund major capital projects. Both the Capital Fund and Reserves are adequately funded based on Council's approved capital plans. The outlook for capital projects has improved since 2004 with the announcement of new Federal funding sources under the Municipal Rural Infrastructure Fund and the Gas Tax Agreement. The City completed an Infrastructure Needs Assessment in 2006 that identified a \$67.8 million infrastructure gap over the next ten years. The long term capital funding support under the Gas Tax Agreement and other infrastructure grant programs will be critical to the City in its vision to eliminate the infrastructure gap over the next ten years.

BUDGET VARIANCE

The City's overall consolidated operating surplus was \$3.6 million higher than budgeted in 2006.

Overall revenues were up \$1.8 million primarily due to the \$1.4 million of Community Capacity Building funds distributed to community based projects and the increase of \$312,000 in investment income due to the \$5 million in capital funding set up as deferred revenue in 2006 to be expended in 2007. The overall expenditures were less than planned by \$1.8 million, primarily due to the carry over of \$1.5 million in capital projects to 2007, lower than expected land costs on sales within the Kam Lake Industrial Park (Utsingi), and a high level of vacancies due to staff turnover of 26%.

A significant highlight for the City was a reduction in power consumption that saved the City \$77,000 (excluding the Multiplex that used more power once the second sheet was completed) due to measures related to the Community Energy Plan.

Budget Variance

	Over (Under)
	Budget (\$'000's)
Revenue	
Development Levies, Licences and Permits	(54)
Government Transfers	1,310
Land Sales	457
Other	202
Property Taxation	(50)
User Fees	(114)
	1,751
Expenditures	
Capital	(2,360)
Computer Capital	1,351
Contracted and General Services	305
Cost of Land Sold	(619)
Debenture Interest	(12)
Other	(240)
Professional Services	212
Salaries	(433)
Utilities - electricity and fuel	(127)
Vehicle Operating and Maintenance	98
Net Over Budgeted Expenditures	(1,825)
	3,576

Audit Committee's Report

City Council has appointed an Audit Committee to ensure that the City's financial reporting is of the highest quality. The Committee reports directly to City Council and has complete access to all City records, management and the independent auditors. The 2006 financial statements and audit procedures were reviewed in detail by Committee members.

The Committee is comprised of:

Mayor Gordon Van Tighem (ex-officio); Councillor Dave McCann; Pawan Chugh, C.G.A.; Calvin Yip; Eitan Dehtiar; and Nicole Hayduk.



TOP PIX CONTEST

The Department of Economic Development received almost 600 submissions from both amateur and professional shutterbugs for our **TOP PIX Photo Contest in 2006**.

Combined with the **2005 TOP PIX submissions**, we now have a photo library of almost 1,000 images to use for promotion and marketing of Yellowknife, the Diamond Capital of North America™. The grand prize winners of the **TOP PIX contests each received a Polar Ice™ Canadian Diamond**, mined in the Northwest Territories and cut and polished in Yellowknife.

Economic Development
City of Yellowknife
P.O. Box 580
Yellowknife, NT X1A 2N4

(867) 669-3422



1. The Big Save, Fran Hurcomb

2. YK Raven, Gary Maund

3. Skyline, Larry Elkin

4. Diavik 150 Dog Race, Jiri Hermann

2006 WINNERS