

MINUTES
CITY OF IQALUIT
FINANCE COMMITTEE OF THE WHOLE MEETING #07
November 1, 2014 at 10:00 AM
CITY COUNCIL CHAMBERS

PRESENT FROM COUNCIL

Deputy Mayor Wilman
Councillor Terry Dobbin
Councillor Joanasie Akumalik
Councillor Simon Nattaq
Councillor Romeyn Stevenson
Councillor Kenneth Bell
Councillor Stephen Mansell
Councillor Noah Papatsie

ABSENT

PRESENT FROM ADMINISTRATION

John Mabberi-Mudonyi, A/Chief Administrative Officer
Tracy Cooke, City Clerk
Amy Elgersma, Director, Recreation
Luc Grandmaison, Fire Chief
George Siegler, Deputy Fire Chief
Kevin Sloboda, Chief Municipal Enforcement Officer
Keith Couture, Director, Public Works
Robyn Mackey, Manager, Human Resources
Michael Hatch, Sergeant, Municipal Enforcement
Tracy Oram, Senior Finance Officer, Accounts Payable & Purchasing
Geneva Chislett, Controller
Jeanie Eeseemailee, Senior Interpreter/Translator

ADOPTION OF AGENDA

Motion #FIN14-33

Moved by: Councillor Bell
Seconded by: Councillor Dobbin

That the agenda be adopted as presented.

Unanimously Carried

1. MINUTES

None

2. DECLARATION OF INTEREST

None

3. DELEGATIONS

None

4. DEFERRED BUSINESS AND TABLED ITEMS

None

5. NEW BUSINESS

a) 2015 Goals & Objectives

i) Administration

Administration noted that this department has historically been very small with staffing numbers not increasing to meet the demands placed on the department. With the increase in population, increase to services and service delivery, the demands on both Council and Administration have significantly increased over the years.

The most pressing departmental goal is to fill two vacant positions; the Executive Assistant and Senior Interpreter/Translator. In an effort to create and staff the additional position approved for the department in the 2014 budget, the City must look at acquiring additional office space. This is also a high priority for this department. Part in parcel of this priority is to also procure space for document storage that is secure and suitable. Document security and proper file management are an absolute must in successfully implementing and administering an Access to Information and Protection of Privacy program and affects not only administration but every city department.

Administration advised that another important and major goal of the department is to return the issuing of business licenses to Economic Development or another department better suited to this regulatory function. The issuing of business licenses is not a mandate of administration; it defaulted to the department because of staffing and capacity issues. The progress and efficiency of the administration department has been seriously and negatively impeded because of this.

The operation and maintenance of the municipal cemeteries by another department is also a departmental goal. Again, this type of service delivery is not within the department's

mandate. At this time however, it is undetermined which department would be best suited to manage cemetery functions.

It is also the intent of the department to conduct workshops with staff in relation to Council procedures, Chamber etiquette and protocols, training on the Communications Strategy (once adopted), et cetera. A thorough review of City by-laws will be conducted in 2015; there are many that need to be repealed and many that require updating.

Councillor Nattaq agreed with Administration and hopes that Council and Administration will achieve these goals and objectives during 2015.

Councillor Akumalik asked for clarification why the City is facing difficulties with the staffing of the Senior Interpreter/Translator position.

Administration noted that historically, the particular position has always been extremely difficult to staff.

Councillor Bell asked for clarification on the newly created position for administration that was approved during the 2014 budget and asked if the Senior Interpreter/Translator position is a unionized position. If not, perhaps the City should consider simply keeping the current Senior Interpreter/Translator staffed and contract remaining translations and interpreting services.

Administration noted that the new position created for administration has not been staffed due to the lack of office space for the position and to date, a job description has not been drafted for the position.

Councillor Bell believed that the position should have been staffed relatively quickly after Council approved it in early 2014. He agreed that lack of office space is an issue and noted that Council also discussed this matter during the 2014 budget deliberations and asked if there has been movement of identifying additional space for staff.

Administration explained that the city has not yet identified additional office space but is moving forward on this matter and will report to the committee or Council once more information is available.

Councillor Bell asked if administration has considered contracting interpreting and translation services.

Administration advised that the department has been considering this for some time; currently, services are contracted through Innirivk on an as needed basis but at times there are difficulties recruiting interpreting or translating services from them particularly when the Legislative Assembly is in session. The department has an entry level, unionized Interpreter/Translator position that has never been staffed but the City did advertise both position and received a very limited amount of applications. Applicants

can often provide one service required for the position such as translating or interpreting but cannot do the other; the City requires that the applicant have both skills.

Councillor Akumalik asked for clarification on what the department's top priority is.

Administration explained that all objectives are very important but additional office space has to be the first. If positions are being created and are expected to be staffed, there must be adequate space for the employees both current and future.

Councillor Bell believed that staffing of vacant positions would be a priority of each department and that the City should move forward with identifying additional office space as quickly as possible. He noted that Council has expressed interest in broadcasting meetings either via radio or television since their election in 2012 and did receive an update from Administration; he asked if there was additional information on the matter to be shared with the committee at this time and if this project.

Administration noted that additional information was received from the local cable company but is unsure if this would suffice, as some residents may not have cable. The department has not received sufficient information on the broadcasting of meetings via the radio to move forward at this time but continues to work on the matter.

Councillor Bell agreed with administration that the issuing of business licenses needed to return to the Economic Development Officer or another department better suited; administration has many responsibilities and mandates, this additional task is very time consuming and detracts from what the department should be doing. The City should consider issuing licenses for a period of two years rather than one and fees could change to accommodate the extended period. He also believed that Council should conduct a thorough review of existing City policies and update those that need updating and create new ones if they do not exist.

ii) Corporate Services

Administration stated that the goal for 2015 is to manage the financial resources of the corporation, subject to Council direction, in the most efficient and economical way and in the best interests of the community through continuous improvement of the city's financial and integrated systems and processes. The division would like to accomplish the following objectives during 2015:

- upgrade systems to Dynamics GP 2013 version
- purchase additional limited user licences for the version
- provide training on the use of limited/full licence features in order to optimise current practices and procedures for efficient and effective operations
- optimal scheduling of improvements and user comfort level for even-paced learning and related issues
- acquisition of appropriate budgeting and financial management tools in order for directors and senior managers to effectively plan, manage and control revenues

and expenses in their respective areas or department without being completely dependent on the finance department.

- encourage finance staff to focus more on finance and accounting education and professional development; accounting standards and guidelines are constantly changing and staff need to acquire these new skills and competencies in order to be effective at their work

In addition, finance would like to create an additional position, Financial and Policy Analyst, sometime in the future.

Councillor Dobbin asked if the services contract with Lester Landau is awarded on an annual basis. He believed that the management letters produced over the years are very similar if not exactly the same year after year and asked for clarification.

Administration explained that the auditor issues an opinion based on their findings and completing financial statements. The Audit Committee appoints the auditor for the City each year. The City's Audit Committee is comprised of two Council members and management staff; other municipalities' audit committees are comprised of individuals not employed by the corporation and Council members do not sit on the committee.

The purchasing division's objectives for 2015 are to ensure that the corporation's materials and supplies are acquired in the most efficient, economical and effective way and in compliance with the Purchasing, Tendering and Contracts By-law No. 581 and any other applicable rules, regulations and guidelines. The division would also ensure that the city's materials and supplies are properly stored and secured. The division's short-term objectives for 2015 are as follows:

- provide adequate and relevant training to the departmental staff with respect to:
 1. the corporation's Purchasing, Tendering and Contracting By-Law No. 581
 2. professional certification from the Purchasing Management Association of Canada
- warehousing facilities for materials and supplies – possibility of converting the curling rink into a warehouse and offices for Purchasing and Public Works staff versus building such a warehouse.

The division's long-term objective is to centralize purchasing activity such as request for tenders/proposals et cetera through the Purchasing Manager.

Administration stated that the Information Technology division objectives are to implement and deliver services that support the strategic mission and goals set by Council: effectively manage, maintain and control information technology assets and resources within the Corporation; provide and facilitate a secure computing environment that allows the access and use of information technology resources within the corporation; manage business continuity through effective disaster preparedness and

recovery procedures; design, implement and manage a robust, reliable and adaptable technological environment providing the network, storage, server and other computing resources required for municipal business.

Specific objectives for 2015 are as follows:

- determine the current state of technology from an initial internal study
- determine staffing needs – currently staffed by one employee
- replacement of out-dated hardware
- establish a uniform platform
- establish relationships with educational institutions with the College

Councillor Bell noted that the equipment in Chambers is old and does not function properly and suggested that this matter be included in this departmental goal.

Administration advised that this matter has been taken into consideration and will be explored further during 2015.

The Department of Corporate Services would also like to address risk management and insurance issues by identifying risks faced by the corporation, establish acceptable risk appetites for those risks, implement controls to keep risks within established tolerances and testing controls to ensure that the uncontrolled risks remain within the established tolerances.

Short-term objectives are as follows:

- establish and document a risk framework that focuses on the identification of key risks faced by the organisation
- establish and document a control framework that focuses on the identification of the means for the mitigation of those risks and knowing that they are under control. Such a framework typically consists of a definition of control, criteria of control and the grouping of criteria in a logical manner. Such controls should ensure:
 1. achievement of the corporation's strategic objectives
 2. reliability and integrity of financial and operational information
 3. effectiveness and efficiency of operations and programmes
 4. safeguarding of the Corporation's assets and
 5. compliance with laws, regulations, policies, procedures and contracts
- conduct internal audits and self-assessments to ensure controls are functioning as intended.

The department would also like to create an internal audit activity as part of their long-term objectives.

Councillor Bell asked when Council would review the Risk Management Plan discussed and approved during the 2014 budget deliberations.

Administration explained that the City's legal counsel is currently working with management staff to identify risks within their departments; once this has been completed and the first draft is prepared, it will be brought to Council for review.

Councillor Bell did not understand why legal counsel was working on this matter and believed that the City should have contracted services from a Risk Assessor. This would invite an individual from outside the organization to assess risks within the organization to then report back to Administration or Council for review.

Administration believed that each manager or director should be capable of identifying risks within their departments and clearly identify those who can be controlled and insured and those that cannot. An external party may not necessarily be familiar with each department and its functions and be capable of identifying risks within each department.

Committee breaks from session at 11:15am.

Committee returns to session at 11:30am.

iii) Emergency Services

Dispatch division's vision is to provide citizens with a competent and efficient dispatch service to the community that is customer orientated. Seeking appropriate financial support from City Council to meet the vision of the dispatch service during the annual budget process is the division's financial goal. The division's financial objectives for 2015 are as follows:

1. Evaluate prior year budget expenses;
2. Evaluate projected financial resource needs;
3. Evaluate projected material resource needs and possible sources of revenue;
4. Compare current and projected year-end expenses and seek appropriate line item budget funding;
5. Control and monitor expenses efficiently.

The human resources goal is to seek the appropriate number of personnel to meet the vision of the dispatch service. The division's human resources objectives for 2015 are:

1. Evaluate current staff level of six full time and three casual staff;
2. Continue the student summer dispatcher program;

3. Seek assistance from the Human Resources department to develop Policies;
4. Evaluate working shift schedule for dispatchers;
5. Implement the Public Safety Telecommunicator Course for dispatchers;
6. Continue Inuktitut language training in the workplace;
7. Evaluate the need to have a dispatch supervisor.

Another goal is to also provide staff with proper resources including hardware and software computer systems and equipment to meet the vision of the dispatch service. The division's equipment and material resources objectives for 2015 are:

1. Continue to implement the dispatch software;
2. Evaluate current software and equipment needs;
3. Identify needs in regards to equipment and resources needed;
4. Replace repeater system and radio systems, including vehicles;
5. Implement a preventive maintenance program for the radio system and pager equipment.

The division's operational objectives for 2015 are:

1. Develop operational efficiency with the recent software dispatch equipment;
2. Dispatch appropriate agency within two minutes 90 percent of the time;
3. Upgrade the monitoring of alarms to a National Canadian Standard;
4. Initiate an educational and promotional program regarding emergency phone numbers and critical information to be identify when calling;
5. Review alarm monitoring contracts for possible increments;
6. Develop a business plan to integrate more buildings to be monitored;
7. Establish a by-law in regards to alarm monitoring for all multiple dwellings units (six units or more);
8. Review possible need revenues for alarm monitoring service;
9. Review and develop standard operating guidelines;
10. Relocate dispatch service to a proper dispatch location including a washroom, kitchen area, rest area and secure area;
11. Review and upgrade radio licences authorization.

The Ambulance Services division's vision is to provide citizens with a competent and efficient ambulance service to meet community needs in pre-hospital care. The division's financial goal is to seek appropriate financial support from City Council to meet the vision of the Ambulance Services division during the annual budget process. The division's financial objectives for 2015 are:

1. Evaluate prior year budget expenses;
2. Evaluate projected financial needs;
3. Evaluate projected equipment and material needs;
4. Evaluate possible sources of funding;

5. Evaluate prior year's budget expenses;
6. Evaluate projected financial needs;
7. Evaluate projected equipment and material needs;
8. Evaluate possible sources of funding.

The division's human resource goal is to seek an appropriate number of personnel to meet the vision of the ambulance service. The human resource objectives for 2015 are:

1. Evaluate current staff level of 18 full time (ambulance and fire fighters) and no casuals;
2. Introduce an ambulance summer student program;
3. Seek Human Resources department to develop policies;
4. Continue Inuktitut language training in the workplace;
5. Introduce a ride along program (volunteers for ambulance duties);
6. Increase the number of ambulance personnel on duty to four employees, 24 hours a day;
7. Enhance response times for simultaneous ambulance Calls;
8. Establish a medical director (part-time) to review medical protocols, provide guidance and orientation to staff;
9. Hire casual employees to replace time in lieu.

Administration stated that the division would also like to provide staff with proper resources including ambulances and equipment in order to meet the vision of the ambulance service. Their equipment and materials objectives for 2015 are:

1. Evaluate current ambulance and equipment needs;
2. Identify future needs in regards to equipment and material resources needs;
3. Maintain three ambulances in service, one being the backup;
4. Replace one ambulance every five years;
5. Review and develop standard operating guidelines and emergency medical services protocols;
6. Implement a preventive maintenance program;
7. Implement a replacement program for medical equipment such as automated defibrillators and life saving monitoring equipment;
8. Replace radio system for all ambulances;
9. Establish direct mobile radio communications between the hospital and the ambulance.

The division's operational objectives for 2015 are:

1. Introduce an average response time of seven minutes to all ambulance related calls 90 percent of the time;
2. Relocate ambulance service to a proper location including adequate living quarters, training area, meeting room, office space and separate

- male and female washrooms with shower facility;
- 3. Build a decontamination area for ambulances and equipment contaminated with blood born pathogens and human liquid;
- 4. Introduce a critical incident stress program.

The Ambulance Services division also has long-term objectives; upgrade members to an Emergency Medical Technician Level or Primary Care Paramedic, create a Deputy Chief of Ambulance Services, increase staffing levels to six full time ambulance-fire fighter personnel on duty 24 hours a day and construct a second fire-ambulance and Municipal Enforcement station along the road to Apex.

Councillor Dobbin asked for clarification if the City currently has a critical incident stress program for staff.

Administration advised that the City has a program in place for staff members where they call and speak with an individual, but it is not a critical incident stress program. Emergency services staff members require a different type of program to help them cope with events they may be faced with when responding to calls.

Councillor Bell asked if the new radio communication system, requested during the 2014 budget deliberations, has been installed and if it is compatible to provide communication between the hospital and ambulance staff.

Administration advised that the new system to be purchased does not include this function; it is a mobile system for vehicles. In order for the system to work, hospital staff also need the same system.

Councillor Bell expressed his appreciation for the information and departmental objectives being shared with the committee but stated that these presentations were not what he had expected. Many of the objectives to be completed in 2015 are basic and things that should have been completed a long time ago. He asked for clarification which one of the objectives is a priority for the department.

Administration advised that the Dispatch division's main priority would be to continue purchasing Capital equipment discussed and approved during the 2014 budget deliberation and finish installation of the equipment. The Ambulance Services division would require Council's direction on the level of service they wish to provide Iqaluit residents; ambulance calls can sometimes take up to 15 minutes to address. With the current staffing level, it could take up to seven minutes for the ambulance to respond to an additional call if dealing with a current call. Equipment and materials priority for this department would be the development of a garage or identifying a garage to use as space for ambulances.

Council could invest \$2,500,000.00, without increasing property tax rates, for Emergency Services. Currently, the City pays \$70,000.00 for rent at building 2425 for Municipal

Enforcement. City Hall could be expanded for \$2,500,000.00 to provide additional space for storage of equipment, emergency vehicles and provide additional office space.

The other option would be to acquire the old Royal Canadian Mounted Police station building and renovate it so that it can be used by the Emergency and Protective Services Department. This department also needs administrative personnel but cannot create or staff this position, as there is no office space for additional staff.

The Qikiqtani Inuit Association also identified a location for a new fire hall in the Inuit owned lands parcels but Council must decide if they will purchase this parcel of land and if the new Fire Hall will be developed at this new location; this is not a recommendation of the Emergency and Protection Services Department as the location is not suitable for a Fire Hall.

Councillor Bell thanked Administration for the information and believed that many basic operating procedures were lacking and needed to be addressed as soon as possible.

Councillor Papatsie expressed his support for the purchase and renovation of the old Royal Canadian Mounted Police station building and believed that this would be a very suitable location for a fire hall. He agreed that the parcel identified by the Qikiqtani Inuit Association for a new fire hall was not suitable and did not believe that Council should purchase this parcel.

Councillor Dobbin asked for clarification why the Municipal Enforcement Department falls under the Emergency and Protective Services Department and why it is to be situated in the same office or building as the Fire Department; he believed that this department would be more effective if on their own.

Administration explained that in other jurisdictions, Municipal Enforcement is its own department. The City made changes to departmental structures and included Municipal Enforcement with the Emergency and Protective Services Department. While this change may not have been a good idea, the City should make good use of the situation and combine both departments in one building to share resources; the Municipal Enforcement Department currently pays \$23,000.00 per year for a receptionist that cannot be used by the other divisions of the Emergency and Protective Services Department as they are not located in the same building. If Council wishes to divide Emergency Services and Municipal Enforcement Departments, that is a decision they must make.

The Fire Department's vision is to serve the residents of Iqaluit through a dedicated, professional, and competent emergency services that will strive to protect and minimize loss to human life, property and the environment. The department's financial goal is to seek appropriate financial support from City Council to meet the vision of the fire service during the annual budget process. Their financial objectives for 2015 are:

1. Evaluate prior year's budget expenses
2. Evaluate projected financial resources needs

3. Evaluate projected material resources needs
4. Evaluate possible sources of funding
5. Compare last, current and projected year end expenses and seek appropriate line item funding
6. Control and monitor expenses efficiently

The department's human resources goal is to seek an appropriate number of personnel to meet the vision of the fire service. Their human resources objectives for 2015 are:

1. Evaluate current staff level of 18 full time, no casuals and 15 volunteers
2. Continue the summer student firefighter program
3. Seek assistance from the Human Resources Department to develop policies
4. Provide Inuktitut language training
5. Hire a Fire Department Chief Training Officer
6. Hire an administrative staff person (secretary/clerk)
7. Increase the number of fire personnel on duty to two, 24 hours a day to maintain four fire and ambulance personnel on duty 24 hours a day
8. Hire casual employees to replace time in lieu
9. Hire a Public Fire Prevention Officer

The department would also like to provide staff with proper resources including fire trucks and equipment in order to meet the vision of the fire service. The department's equipment and materials objectives for 2015 are:

1. Evaluate current fire and equipment needs
2. Identify future needs in regards to equipment and resources needs
3. Maintain two pumpers in service (one back-up)
4. Review and develop standard operating guidelines and best practice standards for fire response
5. Relocate dispatch center, Fire Department's administration and Municipal Enforcement Department into one building as soon as possible
6. Complete the fire training facility project
7. Purchase a face piece testing for equipment
8. Replace the self-contained breathing apparatus
9. Build a decontamination area for fire apparatus and equipment to prevent cross contamination
10. Construct fire department station
11. Continue the equipment and apparatus replacement program
12. Implement a preventive maintenance program (aerial ladder truck and pumper)
13. Purchase a fire prevention education equipment like a remote control Sparky the fire dog that could speak English, French and Inuktitut
14. Purchase two support vehicles (one 2015, one 2016)

15. Purchase a back-up pumper truck 2014 as soon as possible
16. Replace the 2000 aerial ladder in 2017
17. Replace pumper truck every 15 years
18. Purchase an emergency command post for emergency operations including fire and municipal enforcement operations.

Administration stated that the department's operational objectives for 2015 are:

1. Introduce an average response time of seven minutes to all fire related calls 90 percent of the time.
2. Relocate fire service to a proper location including adequate living quarters, training area, meeting room, office space and separate male and female washrooms with shower facility
3. Review fire department by-law
4. Conduct a second risk assessment
5. Comply with new occupational health and safety program (WSCC 2015 Firefighting Regulations)
6. Implement a yearly public fire education program
7. Introduce risk management practices for fire service
8. Reduce number of call-outs for incidents in conjunction with proper staffing levels
9. Establish a two person paid on-call (career) firefighters
10. Establish a two person paid on-call (volunteers) firefighters
11. Establish an on-duty firefighting training drills and practices

The department's long-term objectives would be to establish a rope rescue program, an operations level for hazardous material incidents, a water rescue program and establish a confined space rescue. Increase staffing levels to six fulltime firefighter and ambulance personnel, establish a firefighter recertification program (firefighter, pump operator, aerial ladder operator, hazardous material operator), conduct cross training in dispatch for firefighting and ambulance as well as municipal enforcement, recruit and increase the number of Inuit firefighters, ambulance, dispatch and municipal enforcement staff. The construction of a second station along Apex Road would also be a long-term objective of the department as noted earlier.

Councillor Bell asked if the hiring of data entry clerks would assist with the administrative workload of the Emergency and Protective Services Department.

Administration advised that the administrative work is billing for services and is not as simple as giving it to staff in the Finance Department or a data entry clerk; it is connected with the systems of the department.

Councillor Stevenson expressed his concern with conducting renovations of a building for a total of \$2,500,000.00 as this would be sufficient renovations. The high school renovations, that took place during the past six years, cost approximately \$20,300,000.00 and were mostly cosmetic renovations. The old Royal Canadian Mounted Police station

building is as old as the high school and would cost a much more significant amount of money to renovate until suitable for use by the department. He believed that the City and Council should continue to forward with the plan to develop a new Fire Hall.

Councillor Bell agreed with Councillor Stevenson that the city should move forward with the plan to develop a new fire hall but also believed that the city needed to address the lack of space for the department in the meantime.

Committee breaks from session at 12:30pm.

Committee returns to session at 1:00pm.

iv) Public Works

Landfill

Administration noted that the Public Works Department is divided into several divisions. These divisions can stand-alone and also meld with the entire department. For example, a truck driver from the Roads division can drive for the Water or Sewer division's trucking services. The department's vision is to provide the best possible service level to the ratepayers of Iqaluit. This is attempted by utilizing yearly objectives for each department.

The fire at the landfill site in 2014 was a 'wakeup' call for the City and indicated that changes needed to be made to operations on the site. After the 2010 landfill fire, no significant changes occurred at the site and the 'mass' of refuse continued to grow. The department will ensure that this does not happen again. Because of separation in the form of wood and cardboard, the amount of refuse in the household, processing cell has been reduced significantly. With compaction and cover material, the household waste poses a significantly reduced chance of igniting.

Administration explained that in order to achieve a realistic three year term for the use of this site until the new landfill site becomes operational, the quantity of material processed must be contained to acceptable levels. Research has suggested that incineration could solve many of the management issues. An incinerator could burn up to 25 tonnes per day of household waste as well as tires. Reduction of waste being processed would mean less cover material would be required, which the City is in short supply. By also utilizing the hot box, which burns wood and cardboard in unison of an incinerator, the City could finally control the landfill. The City could begin burning large remaining piles and, through separation, remove unsorted items such as metals. The City has a significantly large pile of metal that could be processed and shipped south; this could be completed with a proper car crusher. Estimates indicate that there are hundreds of cars waiting to be processed and crushed.

An incinerator is estimated to cost \$1,800,000.00 and could take approximately six months to build and ship to Iqaluit. A car metal crusher is estimated to cost \$600,000.00. The department would require two additional staff members in order to operate the

incinerator and the car metal crusher; this would cost approximately \$250,000.00. An additional loader would also need to be purchased at an estimated cost of \$230,000.00 as well as an additional pick-up truck at an estimated cost of \$45,000.00. A 10 foot high chain link fence would need to be installed along the roadside of the landfill site and would cost approximately \$250,000.00. Treatment of the retention ponds would cost approximately \$500,000.00 and cover material for household garbage is estimated to cost \$125,000.00. The removal of metals from the landfill site to be shipped south would cost approximately \$250,000.00. Total estimated costs for these operations would be \$4,050,000.00. Although this would be a significant cost in order to move forward with these new operations, savings would be realized with reduced cover requirements. The incinerator and crusher could be transferred to the new site once it is developed and operational. Decommissioning of old site costs would be reduced.

Revenues that could help offset the above noted expenses could include:

1. Landfill tipping fees, estimated at \$500,000.00 for 2014
2. Decommissioning account with a total of \$1,725,000.00
3. Vehicle decommissioning, estimated at 500 vehicles for a total of \$100,000.00
4. Cover material requirement reduced from \$125,000.00 to \$60,000.00
5. Sale of steel from crushed items at an estimated total of \$50,000.00

This could provide a total savings of \$2,435,000.00.

Utilidor

Administration noted that the underground utilidor is failing at an alarming rate. This is because of the age of the system and because no significant upgrades have been performed to improve it.

The Public Works Department would like to improve the system for a number of reasons. First, it would like to be able to guarantee the delivery of water and removal of sewage to each and every ratepayer; fewer breaks mean less disruptions and more revenue for the City. A major source of revenue is the sale of water, generating \$600,000.00 or more annually.

Each water break means that the City is losing a resource that has been processed at great expense at the water station. A major step to combating water loss was the purchase of a leak detector. The instrument has worked well and can pinpoint a break within a few feet. This saves the City valuable resources, as they no longer need to 'chase' a leak to find it quickly. As well, the City is now starting to dig and repair their own water breaks where the depths are not too severe. The department was the beneficiary of heavy equipment training this year and is much more confident that internal employees are up to the task. A City excavator is being repaired to help with the digging; staff has taken the necessary safety courses related to construction projects.

The Public Works Department believes that there is a more efficient method to rehabilitate the utilidor system; Aqua-Flow has indicated that the City could potentially save 50 percent of costs to upgrade the system through rehabilitation. Happy Valley is in dire need of rehabilitation; the AV in the area is pumped to prevent overflow of sewage three to four times per day, seven days a week. This is at a significant cost to the City. Estimates suggest that the complete reconstruction of the area measuring 1.6 kilometres would cost approximately \$4,000,000.00 or more. If a contractor could rehabilitate the system for \$2,000,000.00 and also rehabilitate an above ground water main near Inuksuk High School for \$500,000.00, it would be money well spent. If this is successful, a five year plan could be initiated to complete all infrastructure rehabilitation by 2020.

Administration advised that the new meter program initiated in 2013 has been a major success. This helps guarantee accuracy as well as punctual billings to customers to help with city cash flow. The city must continue with the implementation of the meters and much of the cost is returned to the city when they are sold. Valves are being replaced when time allows which helps the city isolate areas during a water main break. Often, the city engages the use of contractors to help with repairs but attempts to complete as many repairs as possible on their own.

The department believes that there should be an apprentice worker for the water treatment plant to learn the complete operation and to act as a replacement when the senior operator is absent.

Trucking Services

Administration noted that the delivery of water, pumping of sewer and pickup of garbage are important services that trucking services provide to residents. Trucks are on the road frequently and require constant mechanical attention. The city should have purchased a new sewer truck in 2013 but did not do so; this truck must be purchased in 2015 if service levels are to remain high. The city has initiated a sorting of household garbage at source. The Public Works Department is recommending the purchase of a special garbage truck with two containment areas to be able to accept both household and cardboard at the same time. The estimated cost for this garbage truck is \$375,000.00.

When the full recycling program is initiated and organics begin to be separated from the household waste stream, a permanent transfer waste station should be considered. A possible location would be near the fire training ground with an access road to be constructed for the use of the public. The estimated cost for the construction of the site and access road is \$350,000.00.

Roads Department

Administration noted that the roads, in general, require attention whether they are gravel or asphalt. Before any major reconstruction can take place, a master drainage plan should be completed indicating deficiencies in the network. After this is accomplished, proper ditching and culvert installation can commence. A progressive culvert and ditching

annual program will reduce drainage issues in the future and such program would identify proper culvert sizing. Maintenance of the asphalt is a top priority with Apex Road being the primary location for reconstruction.

Signage must to be upgraded and reflect the three official languages. An asset management system would help the department with their yearly maintenance schedule requirements.

Proper sidewalks are lacking in the city. The department proposes that a representative sidewalk from DJ's Specialties to four corners near Arctic Ventures be created to indicate and prove the need for sidewalks. It could be constructed of concrete to a specification designed by the city. If it proves to be an asset to the city, then sidewalks could be further extended to the four corners near the Royal Bank in future years.

Estimated costs for the above noted projects are as follows:

1. Reconstruct and re-asphalt Apex Hill for a total estimated cost of \$2,500,000.00
2. Drainage master plan for the City for a total estimated cost of \$115,000.00
3. Culvert and ditching program for an estimated total of \$100,000.00
4. Winter sand for an estimated total cost of \$125,000.00 dollars
5. Gravel for roads and shoulders for a total estimated cost of \$125,000.00
6. Painting and Crosswalk maintenance for an estimated total of \$50,000.00
7. Sidewalk section from DJ's to Ventures corner for an estimated cost of \$100,000.00

Garage at Federal

Administration noted that, most of the approximately 98 pieces of equipment are serviced at the city garage located on Federal Road. The fact that both City mechanics have indicated their intention on leaving the City is a major concern of the department. One has stated that he will be leaving in early December and the other in January 2015.

Every effort is being made to staff these positions; qualified candidates that have been contacted are not willing to consider the positions due to the fact that the pay scales are much lower than that of the surrounding industry standard. The department's recommendation is to consider reviewing the salaries of these positions so potential employees can be attracted. If the City fails to attract candidates for these positions, the department hopes to find a mechanic apprentice who can conduct some of the routine maintenance such as oil changes and tire repairs; all other maintenance and repairs would need to be completed by an outside mechanic. The rate that the City can expect to pay for labor would be approximately \$155.00 an hour. The expected salary and benefits costs for an apprentice mechanic would be approximately \$100,000.00 with an estimated cost of \$200,000.00 for maintenance and repairs to be completed by an outside mechanic. The

city would have approximately \$300,000.00 of savings in salary and benefits costs should the current city mechanics leave their positions with the city.

Building Services

Administration noted that two employees are employed in the Building Services division. Their duties range from making sure furnaces are operational to painting staff housing. It is the department's goal to have this division complete more pro-active tasks relating to public building maintenance. City Hall should be kept presentable at all times by ensuring that railings, doors, stairs are in good condition and that painting of the building is completed on a regular basis, as needed.

Cemetery

Administration noted that the current cemetery has almost reached its' capacity and the new cemetery shall be coming into use shortly. A small decommissioning of the old cemetery site should take place and this may include some sprucing up and landscaping for an estimated cost of \$10,000.00 dollars.

v) Human Resources

Administration stated that the primary goal of the Human Resources Department is to develop and implement a comprehensive Human Resources Departmental Strategic Plan that supports the Iqaluit 2014-19 Sustainability and City General Plans.

The City of Iqaluit is committed to the recruitment, development and long-term employment of Inuit. The Department of Human Resources will review, update, and implement a comprehensive Inuit Employment Strategic Plan.

The City believes in the growth and development of all employees. The Training and Development division will, in collaboration with senior management, develop employee-training guidelines and procedures for the City to improve training opportunities for employees.

Administration noted that the City has many positions, including some that have had changes to their position duties and responsibilities. The Department of Human Resources will review, update, and implement comprehensive job descriptions for all employees.

The department will also review old policies and procedures and create and implement new policies throughout the City for all departments.

The City of Iqaluit is one of the fastest growing communities in Nunavut. The growth of the city has lead to a corresponding increase in the number of employees forcing the department to review and update recruitment processes to ensure minimal vacancies and shorter recruitment periods.

Administration stated that the Safety Officer would review and update the City's existing Safety Plan, policies, and procedures. The Worker's Safety and Compensation Commission annually assesses the City of Iqaluit under the Safe Advantage Program. The Safety Officer will implement necessary changes to ensure that the City passes future assessments and receives a refund. The position will also will issue request for quotations and oversee the assessment of all City of Iqaluit buildings for asbestos.

In an effort to reduce data entry requirements and streamline processes while providing more information to managers, the Payroll division will be implementing software that integrates with the existing payroll software.

vi) Municipal Enforcement

Administration stated that the department has several goals and objectives for 2015 and moving forward. One of their long-term goals is to make necessary improvements to the current dog pound facility. The Municipal Dog Pound requires numerous upgrades to ensure that it can continue to be used as the City's pound. The outside improvements required include the expansion of the outside yard with new compacted granular material and additional fencing for dog runs and the construction of proper building entrances. The inside improvements required include the re-structuring of all caged in areas and replacement of wooden cages with metal cages, the installation of proper drainage inside the building for cleaning and disinfection, the installation of an air exchange unit, and the completion of other general building repairs and maintenance.

In 2008, the City entered into a lease-to-own agreement on house 1342 and part of the house was converted to a dog pound; the City obtained ownership of the building in 2011. The department sealed off the floors and walls in the main room and the hallway, and sealed off the floor in the kitchen with sheet metal to allow for proper cleaning and disinfection of these surfaces.

The Dog Pound requires numerous upgrades to ensure the health and safety of the employees working in the facility and to protect the health of the animals that come through the facility. If the upgrades are not completed in the near future, the building may no longer be able to be used as a dog pound due to its poor condition and lack of suitability for a pound. Continuing with the status quo poses a high risk to health and safety, a high risk of capacity shortfall and disruption of service.

Administration stated that the project budget is estimated to be \$146,400.00. The completion of this project will reduce operation and maintenance costs as they will make regular cleaning much easier and safer to complete.

Another important goal and objective for the Municipal Enforcement Department is to provide education and resources to local elementary schools, within the city of Iqaluit and Apex to create a safe and effective learning environment for which the children can learn on how to provide proper care, safe, and humane ways of treating their family pets.

By linking through the materials provided from the British Columbia SPCA children will learn how to be:

- bite free, playing safe with dogs – an educational program designed around the dogs perspective, children learn why dogs bite, how to avoid potential bite situations and how to protect them.
- classroom activities to promote social responsibility – helping students to become responsible advocates on behalf of their animal friends.
- animal welfare – to promote that animals are vulnerable in that they are subject to situations beyond their control.
- companions for life – to help promote empathy and responsibility and develop the interconnectedness between humans, animals and the environment; this will help to promote the responsibility of pet guardianship.
- kindness counts – teaches the child to properly handle and safely meet animals and how our actions can affect an animal's behavior.
- one sheet of plywood doghouse program – working in partnership with the high school industrial arts program the creation of five animal shelters will be produced. Upon completion elementary schools students can paint the animal shelters.
- animal education videos – by working with the high school audio and video club, to create a video project aimed at sending a message about local animal issues in Iqaluit.
- name the mascot program – where we introduce the municipal enforcements newest member to the team. A promotion to all elementary school grades to come up with a new name for the enforcement officer mascot.

Administration believed that the students would develop the ability to emphasize a sense of responsibility towards animals and their environments and increase and promote respectful, caring behavior towards people and the environment. This would also:

- decrease calls for surrender of animals
- decrease calls in animal bites
- decrease calls for running at large
- decrease calls for cruelty to animal complaints

The Municipal Enforcement Department would also like to provide K-9 support services to enforcement personnel and animal control personnel in efforts to assist with locating and the safety of missing citizens of Iqaluit and Nunavut. The department would work with Nunavut Search and Rescue to assist with any natural disaster or incident within

Iqaluit, provide for the education, safety, and security of students attending public schools in Iqaluit. The department's long-term goal is to maintain a highly trained K-9 handler and canine consisting of one search rescue /protection dog and to facilitate K-9 activities and education related services to the student and school staff.

The department would work on this objective by:

- obtaining training for officer to become handler through a 16 week K-9 handler certificate level course; to be conducted by end of August 2015
- formalizing in-house training to be provided by the Sergeant who will have extensive knowledge in the use, care, and training of working K-9; to be conducted by end of November 2015
- conducting seven hours of maintenance training every week after initial canine certification; to be conducted by September 2014 and on-going
- conducting periodical K-9 team demonstration at schools to show what dogs are capable; to be conducted by December 2014
- conducting basic obedience training seminars to children and youth on topics such as how to respect and treat dogs, basic leash training, prevention of animal cruelty and prevention of dog bites; goal to be conducted by December 2014 and conducted in school by October 2016

Administration stated that another goal and objective for the department is to deliver an effective traffic safety program to all residents within the Iqaluit and Apex area. The department would like to maintain an efficient Traffic Enforcement and Educational program based on the needs set forth by industry standards. The department would work on this goal by:

- introduce large equipment regulations and problems through a by-law
- continuously promote safe driving habits
- educate residents on seatbelt and safety equipment, helmets, vests, et cetera
- enforce unregistered vehicle, no drivers licenses, uninsured motor vehicles
- safe bike programs (bike rodeo)

The department would also introduce the McGruff Safe Kids and Elder Safety and Crime Prevention programs:

- McGruff Safe Kids Identification
- McGruff Safe Senior
- McGruff Internet Safety
- Mcgruff Halloween Safety
- Mcgruff Kids on wheels

During classroom presentations, officers would hand out promotional items such as educational coloring books on bullying, winter safety, be safe in school, bike safety, car safety, your friend the police officer as well as stickers, bookmarks, bracelets et cetera.

6. **IN CAMERA SESSION**

None

7. **ADJOURNMENT**

Motion #FIN14-34

Moved by: Councillor Bell

Seconded by: Councillor Stevenson

That Committee adjourn and reconvene on Saturday, November 15th at 1:00pm.

Unanimously Carried




Councillor Mansell
Chairperson


John Mabberi-Mudonyi
Senior Director, Corporate Services

Approved by City Council on this 13 day of Oct, 2015, A.D.