

MINUTES FROM THE REGULAR MEETING OF THE COUNCIL FOR THE VILLAGE OF CARMACKS ON October 15th, 2024 IN THE MUNICIPAL COUNCIL CHAMBERS

PRESENT: Mayor: Lee Bodie

Councillors: J. Lachance (Zoom), D. Hansen, H. Belanger, D. Mitchell
Staff: M. Cybulski, A. Wylimczyk

ORDER: Mayor Lee Bodie called the meeting to order at 7:00 PM.

Mayor Bodie took a moment to express his heartfelt gratitude for council's dedication and hard work in serving our community in the last term.

AGENDA: Council reviewed the agenda.

Councillor D. Hansen would like to add an in-camera session to the agenda.

24-20-01 M/S Councillors H. Belanger/D. Hansen motioned that the agenda be accepted as amended.

CARRIED

MINUTES: From the Special meeting on September 24th, 2024

24-20-02 M/S Councillors H. Belanger/D. Hansen motioned that the minutes be accepted as presented.

CARRIED

MINUTES: From the regular meeting on October 3rd, 2024

24-20-03 M/S Councillors J. Lachance/H. Belanger motioned that the minutes be accepted as presented.

CARRIED

CORRESPONDENCE

Mayor Bodie presented a letter and cookies from resident E. Davies thanking Mayor and council for their hard work in the last term. Mayor and council appreciate the gesture.

REPORTS

6.1 Councillor Activity Reports

Councillor D. Hansen attended the Candidates forum and Townhall meeting on October 7th.

Councillor D. Mitchell attended the Candidates forum and is busy with fire department practices and training.

Councillor J. Lachance attended the Candidates forum and the fire department training. He asked CAO to send a letter to Yukon Energy regarding recent power outages and surges that affects utilities and appliances of residents. There has been no communication from Yukon Energy to the Village of Carmacks about the reasons behind this.

Councillor H. Belanger attended the Candidates forum and is busy with the upcoming FN election.

6.2 Mayor's Report

Mayor Bodie also attended the Candidates forum and Townhall meeting as a guest as he is not seeking re-election. He thanked council for the beautiful picture.

6.3 By-law Constable Report

Council read report provided.

6.4 Fire Department Report

Council read report provided.

6.5 Finance Report

Council read report provided.

6.6 CAO Report

CAO Matt Cybulski presented Council with a written report and broke it down verbally.

6.7 AYC

Councillor D. Hansen mentioned that the new elected officials training will be held at the end of November. The AYC Board meeting will be held on November 29th and the AYC Admin meeting on November 30th.

BYLAWS

7.1. Carmacks Volunteer Fire Department By-law 309-24

24-20-04 M/S Councillors H. Belanger/D. Hansen motioned to give By-Law 309-24 – Carmacks Volunteer Fire Department By-law third and final reading.

CARRIED

7.2. Council Indemnity By-law 310-24

24-20-05 M/S Councillors D. Hansen/J. Lachance motioned to give By-law 310-24 – Councillor Indemnity By-law – 2nd reading with amendments.

CARRIED

24-20-06 M/S Councillors J. Lachance/D. Hansen motioned to give By-law 310-24 – Council Indemnity By-law 3rd and final reading.

CARRIED

New & Unfinished Business

8.1 VoC Policy Review:

A) VoC Recreation Subsidy Policy

Council discussed policy.

24-20-07 M/S Councillors D. Hansen/H. Belanger motioned to accept the VoC Recreation Subsidy Policy as presented.

CARRIED

QUESTION PERIOD

No questions from the public.

IN-CAMERA

Motion to move into Closed Meeting in accordance with the Yukon Municipal Act, Section 213 (3) (a) if in the case of a council, the council decides during the meeting to meet as a council committee to discuss a matter.

24-20-08 M/S Councillor D. Hansen/H. Belanger motioned to go in-camera at 8:02PM.

An in-camera discussion by Council regarding a legal matter.

24-20-09 M/S Councillor D. Hansen motioned to go out of in-camera at 9:30 PM.

24-20-10 M/S Councillor D. Hansen motioned to go in-camera at 9:31 PM.

24-20-11 M/S Councillor D. Hansen motioned to go out of in-camera at 10:11 PM.

ADJOURNMENT

24-20-12 M/S Councillor J. Lachance/H. Belanger motioned to adjourn the at 10:11 PM.

Mayor Lee Bodie adjourned the meeting at 10:11 PM.

Mayor Lee Bodie

CAO Matthew Cybulski

October 21, 2024

Patricia Cashin
Box 74
Carmacks, Yukon
Y0B1C0
(867) 332-7718

To Village of Carmacks
Village of Carmacks Recreation

Dear Village of Carmacks,

I hope this letter finds you well. I am writing on behalf of our Team Yukon, to request financial support to travel to Club Championships in Barrie, Ontario. Our team is all local First Nation citizens; Patricia Cashin, Grace Wheeler, Earleen Fields, Shannon Lachance and Shari Wrixon.

We have broken a list of our funding request.

- 1 player team jacket and shirts \$400
- Team transportation \$1000
- Team meals \$3000. 2 meals per day x 9 days.

We are committed to this event, and we have also entered the league curling in Whitehorse weekly. We understand the importance of responsibility stewardship of resources and will ensure that the funding is used efficiently and effectively.

We appreciate your consideration of our funding request and would be happy to provide any additional information or answer any questions you may have. You can reach us at wolflovertwo@icloud.com

Thank you for your time and consideration. We look forward to the opportunity to discuss this event in more detail and explore how your support can help us make a lasting impact.

P.S.

Please let us know as soon as possible if you are able to sponsor our curling team.

Sincerely Patricia Cashin
Team Yukon



Village of Carmacks
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Village of Carmacks Bylaw Enforcement Biweekly Report - 31st October 2024

OCCURRENCES Category	Bi-Weekly October 31st 2024	Monthly Total
Dogs at Large	3	9
Open Space Infractions	3	7
Traffic Bylaw Infractions	5	8
Public Encounters	12	20
Parking Violations	1	5
Other	1	2

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NOTE: The statistic numbers in this report may change monthly as incidents are investigated further and any additional charges are identified

Collaboration with Emergency Services

Bylaw Enforcement has been collaborating with the Fire Department and Public Works to equip Bylaw Enforcement with necessary equipment for the Enforcement Vehicle. This partnership has been particularly effective along the Klondike Highway, where quick action is often necessary.

Notable Occurrence

On October 28, 2024, Cst Ferraz was dispatched to a situation on the Klondike Highway where a vehicle had broken down, causing traffic congestion. Cst Ferraz promptly parked his vehicle, equipped with emergency lighting, to direct traffic around the blockage. This swift action helped manage the situation effectively, allowing traffic to resume smoothly after a brief period.

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On October 29, 2024, Bylaw Enforcement received a report regarding an aggressive dog incident involving a child in the community.

Conclusion

The bi-weekly report for October 31, 2024, reflects ongoing activities in Bylaw Enforcement across various areas. Collaboration with emergency services remains effective. Bylaw's response to the traffic situation on the Klondike Highway and Aggressive Dog incident illustrates the operational role of Bylaw Enforcement in managing community safety.

End of Report

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CARMACKS VOLUNTEER FIRE DEPARTMENT MONTHLY REPORT

OCTOBER 2024

October 2: PRACTICE: CVFD went over the practical extrication and conducted practice exercises on a small car. The following principles were learnt and practiced: Door removal, jacking the dash, temper glass removal, laminated glass removal, seat removal, hood removal, scene size up, scene assessment, vehicle stabilization, patient extrication methods, safety concerns and issues, hazards and all around scene management.

The following members were in attendance:

- Trent BLACKJACK
- Hunter BLACKJACK
- Blake VANDECAMP
- Dennis MITCHELL
- Kaya LEBLANC
- Jens WYLIMCZYK
- Justin LACHANCE

October 18: PRACTICE: CVFD conducted regular gear checks, equipment and vehicle checks. CVFD Dennis MITCHELL instructed awareness and procedures for chimney fires. Blake VANDECAMP and Warren ZAKUS provided demonstrations and procedures for SCBA cylinder refill.

The following members were in attendance:

- Keith SHELDON
- Trent BLACKJACK
- Hunter BLACKJACK
- Blake VANDECAMP
- Dennis MITCHELL
- Kaya LEBLANC
- Jens WYLIMCZYK

October 5-6: TRAINING: Kaya LEBLANC, Hunter and Trent BLACKJACK attended a boot camp that was put on through Ibex Valley Fire Department. The training consisted of a very intense 2 days covering all materials throughout level 1 firefighter. The following included but was not limited to:

- A brief theory and safety introduction session.
- Exercises that emphasize teamwork and working effectively under an incident commander.
- Extensive, fast-paced scenarios focusing on: Fire hydrants and water supplies, Hose and fire streams, Forcible entry, Fuel fires and foam, Propane fires, Vehicle fires, Exterior fire attack, Search and rescue, Interior fire attack.

**** CVFD are currently on a 6 month free trial of upgrading our dispatch and communication service to Delta 1 with star link on our truck. This provides communication, tracking and safety monitoring within and out of service all the time. Previous services and still do have "dead zones" for services within different portions of the highways surrounding Carmacks.**

CALL OUTS

OCTOBER 4: CVFD responded to a MVI on the North Klondike Hwy by Braeburn. The original call was for a roll over with a stuck patient, however, upon arrival the patient was out of the vehicle. CVFD secured the scene, stabilized the vehicle and relocated the vehicle to an area that did not alter traffic or impede public safety. CVFD also assisted in patient care and aid.

The following attended:

- Blake VANDECAMP
- Justin LACHANCE
- Hunter BLACKJACK
- Jens WYLIMCZYK

***** NOTE ** CVFD Trent BLACKJACK was first on scene and working in the area. BLACKJACK's quick decision making and fire experience/training led to extracting the patient in a safe and efficient manner. BLACKJACK began to treat the patient prior to medical staff arriving.***

OCTOBER 24: CVFD responded to a CO ALARM at Angela JOHNNYS. The CVFD responded and stabilized the incident. The following attended:

- Brian MURRELL
- Dennis MITCHELL

OCTOBER 25: CVFD responded to an alarm at the arena. The CVFD attended scene, secured and ensured the safety of the occupants and within the building. CVFD conducted a thorough examination of boiler room (steam). CVFD stabilized the incident. The following attended:

- Brian MURRELL
- Andrew STAPLES
- Hunter BLACKJACK
- Jens WYLIMCZYK

OCTOBER 30: CVFD received a call out for alarms at the rec center. Firefighter Justin LACHANCE was able to tele-examine the alarm and assist with rec staff to secure the alarm. Alarm was tripped due to Halloween haunted house smoke machine.



Extrication practice

Thank you to VOC public works for assisting with car set up!!!!!!!!!!



MVI response



KAYA
DIALED
FOCUS

Weekly bunker gear WORKOUTS; with
Rescue RANDY





Monthly Report to Council

Monthly Report to Council: October 2024

Recreation Updates

Date: October 31, 2024

Prepared by: Chanel Johnnie

Council Report: October

Monthly Report to Council: October 2024

Prepared by: Chanel Johnnie, Recreation Director

1. Funding and Staffing Updates

- We secured additional funding from Trystan Unterschute, LSCFN Recreation Director, to employ a new Junior Program Leader. This position is funded under the Yukon Government Active Yukon After School Grant, until January 10th.
- Both Carmacks Recreation and LSCFN will reapply for this funding in January and again in March.
- We hired another Junior Staff member to support the after-school programs, increasing our capacity to serve local kids and youth.

2. Ice Rink and Facility Sponsorships

- On October 28, we added four in-ice logos, including our own, adding a professional touch to the rink. The community has shown strong support through sponsorships, making the facility even more special.
- Little Salmon Carmacks First Nation committed to a \$25,000 Facility Sponsorship for the Carmacks Recreation Arena.
- LSCFN's sponsorship includes two in-ice logos, dasher boards, entrance logos, hallway banners, and a changeroom sponsorship, highlighting a strong partnership and shared community commitment.

3. Programming and Events

- **Halloween Events:**
 - We collaborated with LSCFN to host a teen Halloween party on October 25th, and a Kids Halloween Party on October 31st.



Monthly Report to Council

- The events were well-received, creating a joyful and festive atmosphere for Carmacks families.
- **Haunted House:**
 - The Haunted House in the arena was a big hit with lots of enthusiastic volunteers.
 - We delivered plenty of good scares and everyone had a lot of fun.
 - Unfortunately, we had to close early due to some participants being too rough with the actors.
- **Family Movie Nights:**
 - We partnered with LSCFN for Family Movie Nights, providing a fun, community-building experience for families to enjoy films together.
- **Concession:**
 - The concession opening has been rescheduled to November due to high activity levels in October.
 - It will feature a small menu and will be operated by our recreation team.

Looking Ahead

- We will be opening the concession in November. Although the original plan was to open in October, we have been very busy with other activities.
- Updates on ongoing sponsorship initiatives and program developments will be provided in the next report.

Sincerely,

Chanel Johnnie

Village of Carmacks Recreation Director



Village of Carmacks

P.O. Box 113
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Finance Department Report – October 2024

To: Mayor and Council
From: Finance Officer
Date: October 2024 Council Meeting

Welcome and Congratulations

Congratulations to both the newly elected and returning members of Mayor and Council. We look forward to continued progress and partnership in serving the Village of Carmacks.

2024 Property Tax Update

As of October, two property owners remain in arrears. Notifications were previously sent, but these were returned marked "Recipients moved or unknown address." We will explore further steps to locate these property owners.

Expenditures

The expenditure summary report for October is attached for review.

Bank Reconciliations

All bank accounts have been successfully reconciled through October 2024. Additionally, an income statement covering the period from January to October 2024 is attached for the Council's reference.

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Grants and Funding Updates

Canada Community Building Fund (CCBF)

- **Recreation Strategic Plan (2021-017):**
This project is complete. The final report was submitted to the Government of Yukon on October 31, 2024, for reimbursement.
- **Nordenskjold Cemetery Access Road Realignment (2021-021):**
The project is ongoing, with a requested extension to August 2025. An interim report has been submitted to the Government of Yukon.
- **Merv Tew Park Improvements Phase Two (2021-038):**
This project is now complete, and the final report has been submitted to the Government of Yukon.
- **Stormwater System Upgrade Phase Two (2022-031):**
The final report was submitted, closing this project.
- **Regional Landfill Organics Waste Program Development & Feasibility (2024-005):**
The final report has been submitted, and the project is closed.
- **Solid Waste Facility Upgrade (2024-006):**
Due to delays with the weight scale tendering, an extension request has been submitted to extend this project to August 2025. An interim report has also been provided to the Government of Yukon.

Other Funding Initiatives

- **After School Club:**
The Recreation Department received approval for funding to provide the After School Club free of charge. This funding significantly enhances accessibility for children and youth in our community.

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- **After School Program Partnership with LSCFN:**
An agreement with Little Salmon Carmacks First Nation (LSCFN) was reached, resulting in a \$2,000 contribution. This funding allowed us to hire an additional student to support the program, enhancing program support and quality.
- **Arena Advertisement – LSCFN:**
The Village received a \$25,000 cheque from LSCFN for a one-year arena advertisement placement. These funds are allocated to support arena operations and maintenance. The Village appreciates LSCFN's partnership in bolstering community resources.

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Village of Carmacks
Public Works General Manger Report

2024-10-31

Report to CAO, Mayor and Council

Treatment Plant:

Status: Normal operations

Flow Rates: Operating at standard capacity with no fluctuations.

Water Quality Indicators: All measurements (e.g., pH, turbidity, chlorine levels) are within normal ranges.

ARENA and Rec Building

Arena Status: Ice maintenance completed; rink ready for activities; normal operations

Rec Building Status: Open for scheduled activities; all systems running normally

Landfill:

Status: Normal operations with snow removal activities

Collection System:

Status: Normal operations

System Functionality: Collection system functioning within standard parameters; no issues or disruptions reported.

Duplex:

Status: Normal operations

System Functionality: Duplex system running within normal parameters, with no issues or alarms reported.

Equipment:

Status: Normal operations

Condition: All equipment in good condition, with no immediate maintenance needs.



Recycling:

Normal operations

Sorting and Processing: All sorting, shredding, and baling systems operational.

Old Firehall:

Status: Normal operations

Facility Functionality: All systems and services are running smoothly with no issues reported.

New Firehall

Status: Normal operations

Facility Functionality: All systems and services are running smoothly with no issues reported.

Admin. Bldg.:

Status: Normal operations

Facility Functionality: All office equipment (printers, computers, etc.) is functioning normally with no maintenance issues.

Shop:

Status: Normal operations

Shop Functionality: All equipment and processes are functioning smoothly with no issues reported.

Streets:

Status: Ongoing road repair and snow removal operations

Current Focus: Addressing road repair needs while ensuring snow removal from key areas.

Extra information

Addressing road repair needs while ensuring snow removal from key areas.

Team Commitment: We are doing our best to keep up with the increased workload due to weather conditions.

Sincerely,

Jens Wylimczyk



Village of Carmacks

P.O.Box 113
Carmacks, YT Y0B 1C0

To: Mayor & Council

Date: November 5th, 2024

From: Matthew Cybulski, Chief Administrative Officer, Village of Carmacks

Re: CAO Debrief (October 16th, 2024 to November 5th, 2024)

1. New Public Office Term for Mayor & Council

- Congratulations to the newly elected council as they begin their four-year term. The administration looks forward to supporting council's vision and working collaboratively to meet community goals.

2. Gas Tax Project (CCBF) Updates Below is an update on active and completed projects funded by the Canada Community-Building Fund (CCBF), including project descriptions, statuses, and completion timelines.

- **Recreation Strategic Plan**
 - **Project ID:** 2021-017
 - **Total Project Budget:** \$33,121.00
 - **Status:** Completed
 - **Completion Date:** December 3, 2024
 - **Funding Received:** \$20,000
- **Nordenskiöld Cemetery Access Road Realignment**
 - **Project ID:** 2021-021
 - **Total Project Budget:** \$95,500.00
 - **Status:** Completed
 - **Completion Date:** October 31, 2024
 - **Funding Received:** \$48,827.03
- **Merv Tew Park Improvements Phase Two**
 - **Project ID:** 2021-038
 - **Total Project Budget:** \$623,400.00
 - **Status:** Completed
 - **Completion Date:** October 31, 2024
 - **Funding Received:** \$432,689.30
- **SWMF Upgrade & Cell Development**

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- **Project ID:** 2021-042
- **Total Project Budget:** \$677,000.00
- **Status:** Extended
- **New Completion Date:** August 30, 2025
- **Funding Received (To Date):** \$62,900.00
- **Description:** Comprehensive upgrade to the Solid Waste Management Facility to support regional waste management with enhanced waste containment and recycling facilities.
- **Stormwater System Upgrade Phase 2**
 - **Project ID:** 2022-031
 - **Total Project Budget:** \$80,695.00
 - **Status:** Completed
 - **Completion Date:** October 31, 2024
- **Aquatic Center Revitalization**
 - **Project ID:** 2024-004
 - **Total Project Budget:** \$245,000.00
 - **Status:** Extended
 - **New Completion Date:** August 30, 2025
 - **Description:** Facility upgrades aimed at extending operational capacity and ensuring improved safety and accessibility, allowing for expanded seasonal use.
- **Regional Landfill Organics Waste Program Development & Feasibility**
 - **Project ID:** 2024-005
 - **Total Project Budget:** \$29,000.00
 - **Status:** Completed
 - **Completion Date:** October 30, 2024
- **Solid Waste Facility Upgrade**
 - **Project ID:** 2024-006
 - **Total Project Budget:** \$523,971.45
 - **Status:** Completed
 - **Completion Date:** October 30, 2024

3. RFP/Tender Update

- **Solid Waste Management Plan Activities Tender:** The Solid Waste Management Plan is moving forward, with tendering planned for key activities. This will address operational improvements and ensure compliance with environmental standards in waste handling and containment. This project aims to enhance landfill management, aligning with regional waste reduction initiatives.

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- **FireSmart Brushing Tender (Project FS-767):** A separate tender has been issued for FireSmart brushing services as part of Project FS-767. This fuel modification treatment aims to reduce wildfire risks in high-risk areas surrounding Carmacks through vegetation management. Issued on November 7, 2024, proposals are due by November 27, 2024, with project completion expected by March 15, 2025
- **Heavy Equipment Training Tender:** An RFP has been issued for training on new fleet equipment additions (including the Case 721G Loader, Champion 730A Grader, and Bobcat E85 Excavator), with a submission deadline of November 27, 2024

4. 2025 Budget Development

- **Draft 2025 O&M Budget:** Completed as of October 30, 2024, with a preliminary draft of the 2025 Capital Budget to be reviewed by November 6, 2024.
- **Reserve Transfers and Fiscal Sustainability:** Fiscal sustainability remains a primary focus. The recent reserve transfer report highlights the need for increased revenue generation and expenditure control to avoid reserve depletion by 2029

5. Landfill Lease Issues (In-Camera)

- Updates on sensitive landfill lease matters, including parcel adjustments and trail access, will be discussed in-camera due to the legal and land-related implications
- Discussion about the importance of the HPW North Klondike HWY Pullout to the Municipality for heritage trail access beyond the landfill site.

6. CAO 90-Day Plan for VoC Successor

- A structured 90-day transition plan is in place for the incoming CAO, covering essential projects, critical contacts, and primary tasks to ensure continuity and effective project management.

7. Public Governance Training Update

- Governance training for council members is underway, with the integration of tablets for council meetings to streamline documentation and improve record-keeping. Tablets are to remain at the Village Office for security purposes. Prince can provide further details regarding training through the School of Community Government

8. Reserve Transfers Report and Budget Options

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- The reserve transfer report outlines necessary budget options, including potential property tax adjustments, new service agreements, and a capital project moratorium to maintain reserve balances. Council's input on these strategies is crucial as we finalize the 2025 budget

9. Interim CAO Coverage Plan

- During the interim period before the new CAO is appointed, oversight will be collaboratively managed by the Mayor and senior management to maintain stability and ensure continuity of services.
-

Matthew Cybulski
Chief Administrative Officer
Village of Carmacks

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Village of Carmacks: Financial Report on Reserve Transfers and Projections (2019-2024)

Prepared by:

Matthew Cybulski

Chief Administrative Officer (CAO), Village of Carmacks

Date of Report:

October 24, 2024

Council Meeting Date:

November 5th, 2024

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Report: Transfer from Reserves (2019-2024) and Projections

1. Annual Transfer from Reserves: Budgeted vs. Actual (2019-2024)

Over the past six years, the Village of Carmacks has relied heavily on transfers from reserves to balance its operational and capital budgets, particularly with the added financial burden of newly opened facilities. Below is a comparison of the budgeted vs. actual transfers from reserves for each year:

Year	Budgeted Transfer from Reserves (\$)	Actual Transfer from Reserves (\$)
2019	212,000	123,874
2020	212,000	330,163
2021	167,426	60,813
2022	304,160	0
2023	680,620	559,404 (as of Jan 2024)
2024	379,809	Pending

2. Analysis of Transfer from Reserves (2019-2024):

- **High Reserve Transfers Required in 2023 and 2024:** Significant reserve transfers were necessary in 2023 and are anticipated again in 2024 due to the opening of the **Carmacks Recreation Complex (CRC)** and the **New Fire Hall** in 2023. These major infrastructure projects created a significant financial strain on the Village, and no incremental reserve allocations were made in preparation for these projects, except for some steps taken in 2020.
 - The preceding decade saw **minimal changes to taxation and service rates**, which left the Village with insufficient revenues to meet these heightened costs.
- **Absorbing the \$850,000 Budget Gap:** VoC administration and the previous public office term had to absorb a sudden **\$850,000 budget increase** caused by the opening of these new facilities. With **no immediate or short-term solutions for revenue generation**, the Village relied heavily

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on reserve transfers to cover this budget gap in both 2023 and 2024, exacerbating the depletion of reserve funds.

- **2019-2022:** Reserve transfers during this period were manageable and mostly kept below budgeted levels. However, minimal taxation and service rate adjustments left the Village vulnerable to the significant financial impact of the CRC and Fire Hall openings in 2023.

3. Capital and Operational Reserves Remaining as of 2024:

As of 2024, the Village of Carmacks is projected to have the following reserve balances:

- **Capital Reserves:** \$1,000,000
- **Operational Reserves:** \$750,000

These reserves are critically strained due to the rising costs of maintaining newly opened infrastructure and the ongoing reliance on these funds for operational purposes.

4. Estimated Reserve Depletion Timeline:

Without significant changes in revenue generation or allocations to the reserve funds, the Village of Carmacks' reserves are projected to deplete by **2029**. This estimate includes gradually reduced transfers from reserves of **\$200,000 to \$300,000** annually over the next three years, as follows:

- **2024:** Estimated transfer of \$380,000, leaving reserves at approximately \$1,370,000.
- **2025:** Estimated transfer of \$250,000, leaving reserves at approximately \$1,120,000.
- **2026:** Estimated transfer of \$200,000, bringing reserves down to approximately \$920,000.
- **2027:** Reserves will reduce to **\$700,000**, leaving very little room to manage operational or capital needs beyond this point, without significant new revenue or external support.
- **2027:** Estimated transfer of \$200,000, bringing reserves down to approximately \$720,000.
- **2028:** Estimated transfer of \$350,000, bringing reserves down to approximately \$370,000. This is due to some aging critical infrastructure (Main Roads/Arteries Resurfacing, Facility HVAC Replacement, Village Hub Project)
- **2029:** Estimated transfer of \$150,000, bringing reserves down to approximately \$220,000

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By **2029**, the Village of Carmacks' reserves are projected to drop below **\$250,000**. At this critically low level, the Village will be severely constrained in its ability to respond to unforeseen financial emergencies, capital infrastructure failures, or urgent operational needs. Operating with reserves under this threshold is **unsustainable** and places the Village at **high risk of financial instability/insolvency**. Immediate actions, such as increased taxation, expanded tax base, new revenue streams, or external funding, will be essential to avoid service cuts, deferred maintenance, or further financial deterioration.

5. Recommendations for Property Tax Increases (2025):

To prevent reserve depletion and maintain financial stability, the Village should consider a property tax increase in 2025. Below is the potential revenue generated by a **5%-10% increase** in property tax, based on the 2023 tax roll:

Percentage Increase	Projected Additional Revenue (\$)
5%	27,500
7.5%	41,250
10%	55,000

A **10% tax increase** could generate an additional **\$55,000** in annual revenue. This revenue would help reduce the reliance on reserve transfers, extend the life of the reserves, and provide more room for financial flexibility.

6. Projections for 2024:

- **Reserve Usage:** In 2024, the Village is budgeted to transfer approximately **\$380,000** from reserves, a necessary but substantial amount due to the operational costs of the CRC and Fire Hall.
- **Tax Revenue Projections:** The 2024 budget projects minimal increases in tax revenues. Without further actions, such as a property tax or tax base increase, the Village will remain highly dependent on reserve transfers, which will continue to strain the financial situation.

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Conclusion:

1. Critical Need for a Larger Tax Base: The Village of Carmacks has a **radically low tax base** compared to the service levels expected by the community. The opening of the **Carmacks Recreation Complex (CRC)** and the **New Fire Hall** has added an unsustainable financial burden to the Village. Without additional taxation, service rate increases, or external funding, maintaining these critical facilities will be financially impossible in the long term.

- The current tax base is insufficient to support the infrastructure and services being offered. The CRC alone has significantly increased financial demands, and without substantial **service agreement support** from external stakeholders or governments, the Village will continue to face a financial crisis.

2. Reserve Depletion Timeline: With reduced transfers planned over the next few years, reserves are expected to last until at least **2027**, but depletion could occur during the operational years of **2028-2030** if current trends continue. This projection assumes no substantial new revenue sources or changes to the tax base, making immediate action essential.

3. Immediate Action Required: To prevent reserve depletion and ensure financial stability, the Village must:

- **Increase the property tax base** by implementing a **5%-10% mill rate increase** in 2025, raising between **\$27,500 and \$55,000** annually.
- **Service Agreements and External Funding:** We should aggressively pursue service agreements with other levels of government and external stakeholders to share the financial responsibility of our growing infrastructure needs. These agreements are crucial for reducing our dependence on reserves.
- **Diversifying Revenue Streams:** Exploring new revenue generation options, such as partnerships or commercial opportunities, may provide additional financial support without overburdening our residents.
- **Cost Containment:** A review of operational efficiencies and cost-saving measures will also be necessary to help reduce our expenses in the face of these challenges.

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- **Temporary Capital Infrastructure Moratorium:** I suggest that we consider pausing any major capital infrastructure projects for a stacked timeline of 1-2 fiscal budgets (could be 2025 & 2028 or 2026 & 2029, but this may be required. This would allow us to rebuild our reserves to a healthier level before taking on any additional financial commitments.
- **Staffing and Service Adjustments:** Between 2027-2030, we may need to explore temporary reductions in staffing levels and service offerings, to further help in growing our reserves. While these are difficult decisions, they may be necessary to protect our long-term fiscal stability and ensure that we are in a better position to fund future projects and maintain critical services.

Ultimately, we need a multi-pronged approach. Increasing taxes alone will not resolve our financial challenges, and without additional support or creative solutions, we are at risk of severely constraining our services and infrastructure maintenance in the years ahead.

Taking these steps will help the Village of Carmacks mitigate its financial challenges and ensure continued service provision to the community.

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90-Day Succession Plan for New CAO (November 2024 - January 2025)

This plan outlines key activities and responsibilities for the new Chief Administrative Officer (CAO) of the Village of Carmacks following the departure of the outgoing CAO on November 8, 2024. The primary goals are to ensure operational continuity, budget preparations, succession planning, and strategic alignment with ongoing projects.

1. Operations and Maintenance (O&M) Budget – December 31, 2024

- **Timeline:** Begin mid-November, complete by mid-December.
 - **Objective:** Draft the O&M Budget for provisional passing before December 31, 2024.
 - **Actions:**
 - Review previous fiscal year's O&M performance, focusing on areas of high expense and potential cost savings.
 - Consult department heads to gather insights on necessary operational funding adjustments.
 - Evaluate reliance on reserve transfers and identify sustainable adjustments for O&M needs.
-

2. Capital Budget – December 31, 2024

- **Timeline:** Begin mid-November, complete by mid-December.
 - **Objective:** Develop a Capital Budget for provisional passing before December 31, 2024.
 - **Actions:**
 - Identify critical projects requiring capital funding, including the River Drive resurfacing plan and other infrastructure improvements.
 - Collaborate with departments to prioritize projects based on available funding and operational impact.
 - Plan capital outlay with a focus on minimizing reserve depletion while addressing high-priority projects.
-

3. Asset Retirement Obligation Preparation for 2025 Budget

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- **Timeline:** November through January.
 - **Objective:** Prepare for asset retirement obligations in the 2025 budget.
 - **Actions:**
 - Assess assets nearing end-of-life, including fleet, facilities, and infrastructure.
 - Estimate retirement costs and required reserve allocations for future obligations.
 - Integrate asset management strategies to align with MaintainX tracking and reporting requirements, ensuring regulatory compliance and financial preparedness.
-

4. CMHC HAF Augmented Plan with Consultants

- **Timeline:** November through January.
 - **Objective:** Prepare an augmented housing plan in collaboration with CMHC consultants.
 - **Actions:**
 - Engage with CMHC consultants to finalize housing assistance frameworks, adapting to VoC's needs and community growth.
 - Incorporate updated timelines and funding parameters in alignment with CMHC guidelines.
 - Secure community feedback to ensure housing initiatives align with resident priorities.
-

5. Staff Succession Planning and Training Coordination

- **Timeline:** November through December.
 - **Objective:** Ensure continuity in key roles through staff succession and training.
 - **Actions:**
 - Review evaluation dates and training needs for Jens, Annette, Chanel, and Prince; ensure each has a professional development plan aligned with upcoming evaluation criteria.
 - Coordinate internal and external training sessions focused on operational management, leadership, and MaintainX use to improve staff capacity in asset management and administrative tasks.
-

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6. Property Tax Increase Proposal Exploration

- **Timeline:** November through December.
 - **Objective:** Explore the feasibility of a 3% property tax increase to bolster revenue.
 - **Actions:**
 - Analyze past taxation data and projected impact of a 3% increase on revenue streams.
 - Consider zoning-specific tax codes, despite their novelty in the VoC, to optimize revenue and minimize resident impact.
 - Prepare documentation and supporting data to present to the council for consideration by year-end
-

7. Review of VoC Dependency on Reserve Transfers

- **Timeline:** November through December.
 - **Objective:** Evaluate VoC's dependency on reserve transfers, considering options for service level adjustments.
 - **Actions:**
 - Assess reserve transfer history and sustainability of continued usage.
 - Examine services for potential level adjustments to reduce budget strain, particularly in high-cost areas such as the new facilities.
 - Present a balanced plan outlining benefits and risks of proposed adjustments for council review
-

8. Consultation with BBG Consultants on YESAB Information Requests and SWMF Progress

- **Timeline:** November through January.
- **Objective:** Maintain engagement with BBG consultants to advance YESAB-related initiatives and SWMF.
- **Actions:**
 - Collaborate on responses to YESAB Information Requests, ensuring alignment with environmental regulations and community standards.

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- Oversee progress on Solid Waste Management Facility (SWMF) developments, particularly on aspects of project compliance and risk mitigation.
-

9. Lobby for Weigh Scale TPA Allocation to VoC

- **Timeline:** November through January.
 - **Objective:** Advocate for the transfer of the Weigh Scale TPA directly to VoC to enhance project management.
 - **Actions:**
 - Follow up with YG officials David Eastland, Michael Ukrainitz, and Jenna Rooney regarding reissuing the TPA to VoC.
 - Justify the VoC's operational readiness and benefits of local oversight for the project's success
-

10. Fleet Management via MaintainX

- **Timeline:** November through December.
 - **Objective:** Ensure all new fleet management aligns with TPA funding requirements and asset management tracking.
 - **Actions:**
 - Train senior managers on MaintainX's usage tracking for fleet assets, emphasizing its importance for TPA compliance and budget reporting.
 - Monitor fleet performance data to inform maintenance schedules and budget forecasts.
-

11. River Drive Resurfacing Plan for Capital Budget and Execution

- **Timeline:** November through January.
- **Objective:** Develop a comprehensive resurfacing plan for River Drive.
- **Actions:**
 - Assess the condition of River Drive and determine resurfacing needs.

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- Integrate resurfacing into the 2025 Capital Budget, estimating costs and timelines for execution.
- Engage contractors for cost estimates and timeline assessments to ensure project feasibility.

12. Professional Development Oversight for New Senior Managers on Administrative and Clerical Responsibilities

- **Timeline:** November through January.
- **Objective:** Address and enhance senior managers' proficiency in administrative and clerical tasks essential to their roles, particularly regarding compliance, asset management, and financial oversight.
- **Actions:**
 - **Needs Assessment:** Identify specific areas where senior managers, including Chanel, Jens, and other relevant team members, may require additional training or support. Focus areas may include budgeting processes, project documentation, clerical accuracy, and asset tracking requirements.
 - **Training on MaintainX and Asset Management:** Provide targeted sessions to improve familiarity with the MaintainX platform for tracking work orders, fleet usage, and asset management compliance. Emphasize the importance of accurate data entry for budget tracking and reporting.
 - **Financial Documentation and Reporting:** Conduct workshops on financial documentation best practices, including budget monitoring, purchase order management, and accurate invoicing. Develop templates and guides to standardize these processes across departments.
 - **Clerical Efficiency and Compliance:** Address the common clerical challenges, such as cash handling, filing, and digital record-keeping. Incorporate online modules or mentoring sessions to help senior managers maintain accuracy and compliance.
 - **Periodic Progress Reviews:** Set monthly check-ins with each senior manager to assess progress, provide feedback, and adjust training as needed. Encourage them to share challenges and successes to foster a culture of continuous improvement and support.
- **Expected Outcomes:**
 - Improved administrative efficiency and accuracy in budgeting, invoicing, and compliance-related tasks.
 - Enhanced ability of senior managers to manage their departments' clerical responsibilities independently and meet reporting requirements.

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- Better alignment of asset management practices with VoC's financial and operational goals, particularly in preparation for the next fiscal year.

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VILLAGE OF CARMACKS

BYLAW NO. 311-24

A Bylaw to Clarify the Title of Bylaw Enforcement Officers as Bylaw Services Constables and to Establish a Swearing-In Ceremony

WHEREAS Section 220 of the Municipal Act, Chapter 154, Statutes of the Yukon, provides that Council may create bylaws;

AND WHEREAS the Council of the Village of Carmacks deems it necessary to clarify the titles associated with the position of Bylaw Enforcement Officers and formalize their installation in office through an officiated swearing-in ceremony;

NOW THEREFORE the Municipal Council of the Village of Carmacks, Yukon Territory, in open meeting assembled, hereby ENACTS AS FOLLOWS:

1. Citation of Bylaw

This bylaw may be cited as the "Bylaw Title Clarification and Swearing-In Ceremony Bylaw."

2. Purpose

The purpose of this bylaw is to:

- Clarify that all Bylaw Enforcement Officers employed by or contracted to the Village of Carmacks may also be referred to as "Bylaw Services Constables."
- Require that all individuals appointed to the position of Bylaw Services Constable be officially sworn in during a ceremony attended by the VoC Mayor and Council.

3. Designation of Title

- All individuals holding the title of Bylaw Enforcement Officer in the Village of Carmacks shall have the authority to be referred to as "Bylaw Services Constable" for the purposes of their duties and responsibilities.
- This designation shall not alter the powers, duties, or responsibilities of the Bylaw Enforcement Officers as outlined in existing bylaws.

4. Swearing-In Ceremony

- Upon appointment, each Bylaw Services Constable must participate in a formal swearing-in ceremony.
- This ceremony shall be officiated by the VoC Mayor and attended by Council members, at which the Constable will publicly take an oath of office, affirming their commitment to uphold the bylaws and ordinances of the Village of Carmacks.

- This requirement shall apply to all new appointees to the position of Bylaw Services Constable and shall be a prerequisite for their assumption of duty.

5. Effective Date

This Bylaw shall come into effect upon the Third and Final Reading.

READ A FIRST TIME this 5th day of November, 2024.

READ A SECOND TIME this 5th day of November, 2024.

READ A THIRD TIME and FINALLY PASSED this 19th day of November, 2024.

Mayor Justin Lachance _____

Chief Administrative Officer Matthew Cybulski _____