



CITY OF YELLOWKNIFE

GOVERNANCE AND PRIORITIES COMMITTEE AGENDA

Monday, August 8, 2022 at 12:05 p.m.

Chair: Mayor R. Alty,
Councillor N. Konge,
Councillor S. Morgan,
Councillor J. Morse,
Councillor C. Mufandaedza,
Councillor S. Payne,
Councillor R. Silverio,
Councillor S. Smith, and
Councillor R. Williams.

<u>Item</u>	<u>Description</u>
1.	Opening Statement: The City of Yellowknife acknowledges that we are located in Chief Drygeese territory. From time immemorial, it has been the traditional land of the Yellowknives Dene First Nation. We respect the histories, languages, and cultures of all other Indigenous Peoples including the North Slave Métis, and all First Nations, Métis, and Inuit whose presence continues to enrich our vibrant community.
2.	Approval of the agenda.
3.	Disclosure of pecuniary interest and the general nature thereof.
ANNEX A	
4.	A memorandum regarding whether to direct Administration to bring forward an updated development incentive program to facilitate development in the downtown to be funded by the Downtown Improvement Reserve.
ANNEX B	(For Information Only)
5.	A memorandum regarding the minutes of the Audit Committee meetings of October 21, 2021; February 3, 2022 and April 28, 2022.
<u>IN CAMERA</u>	
ANNEX C	
6.	A memorandum regarding whether to appoint a member to serve on the Heritage Committee.



<u>Item No.</u>	<u>Description</u>
ANNEX D	
7.	A memorandum regarding whether to appoint a member to serve on the Community Advisory Board on Homelessness.
ANNEX E	
8.	A memorandum regarding whether to appoint a member to serve on the Mayor's Task Force on Economic Development.
9.	Business arising from In Camera Session.



CITY OF YELLOWKNIFE

MEMORANDUM TO COMMITTEE

COMMITTEE: Governance and Priorities

DATE: August 8, 2022

DEPARTMENT: Administration

ISSUE: Whether to direct Administration to bring forward an updated development incentive program to facilitate development in the downtown to be funded by the Downtown Improvement Reserve.

RECOMMENDATION:

That Council direct Administration to:

- (i) Review all current development and business incentive programs offered by the City of Yellowknife, including the Development Incentive Program Bylaw No.4534; and
- (ii) bring forward recommendations for a comprehensive incentive program, funded from the Downtown Improvement Reserve, that facilitates development in the downtown.

BACKGROUND:

Revitalization of the City's downtown has been a key focus of Council for many years. From adoption of the Vision for Downtown Revitalization in 2017 that proposed a multi-pronged approach to infuse the downtown with energy, vibrancy and social and economic development to approval of the Retail Revitalization Strategy, incentivising development in the downtown has been a priority. There are many strategies, reports, and implementation plans that provide direction on actions specifically designed to improve the downtown. In response to Motion #0221-19, the collective studies and recommendations have been reviewed and a planned approach to development incentives needs to be designed in the post-COVID context.

Incentives, both monetary and in-kind, are provided by municipalities to encourage investment that might not otherwise happen and can be used to promote specific types of development and improvements in an area. The City of Yellowknife has two separate reserves, Downtown Improvement Reserve and Revitalization Initiative Reserve, which may be used to incentivize development and revitalization within the community.

During budget deliberations in 2020 and 2021, the Yellowknife Chamber of Commerce requested that the City of Yellowknife outline a plan to deploy the funds in those reserves as soon as possible (<https://growthzonesitesprod.azureedge.net/wp-content/uploads/sites/1245/2021/11/Yellowknife-Chamber-2022-Budget-Submission.pdf>). Since that time, Administration has taken the time to review a number of applicable strategies and studies (see attached Summary Table of Actions) to ensure that actions are taken and that the reserve funds are used in a manner that supports Council's vision for the community.

The recommendations contained in this Memorandum to Committee will focus on the Development Improvement Reserve and a separate Memorandum regarding use of the funds in the Revitalization Initiative Reserve is forthcoming.

Downtown Improvement Reserve

The Downtown Improvement Reserve (also referred to as the Downtown Development Reserve) was created by Council in 2002 for the purpose of funding projects that impact the downtown area. Twenty-five percent (25%) of the City's parking meter revenues are deposited into this reserve each year. However, in Budget 2022 Council did not approve such a transfer to this Reserve on the basis that no comprehensive plan for use of this reserve existed; instead Council directed that, in 2022, 25% of parking meter revenues from the General Fund be used to support the Yellowknife Street Outreach program. As deposits to this reserve are made each year, this reserve can support continued incentive programming into the future. Currently, the Downtown Improvement Reserve Fund contains approximately \$877,000.

Examples of past projects funded from this reserve are:

- \$125,000 toward the Visitor Centre relocation (2021);
- Patio incentive program (2017-2022);
- Homelessness employment program (2019-2024)
- Downtown Litter Containers (2010-2011);
- Bike racks (2003); and
- Murals (2003-2009).

In recent years, the City has completed a number of initiatives, including adoption of the Community Plan and Zoning By-law, which informed Administration's recommendations.

COUNCIL POLICY / RESOLUTION OR GOAL:	
Council Goal No. 1	Growing and diversifying our economy;
Council Goal No. 3	Ensuring high quality of life for all, including future generations;
Council Goal No. 4	Driving Strategic Land Development and Growth Opportunities.
Council Motion #0119-17	That Council direct Administration to promote downtown sidewalk patios by accepting applications and providing Downtown Sidewalk Patio Permits to qualified applicants starting as a pilot program in 2017.
Council Motion 0122-17	That Council direct Administration to: 1) Provide up to \$10,000 per establishment to downtown businesses for their approved sidewalk patio's first year installation using the Downtown Development Reserve Fund;

- 2) Contribute an annual amount of \$500 to each business or nongovernment office for opening washrooms for public use during their business hours, with locations in the or Downtown zone covered by the Downtown Development Reserve Fund and locations in other zones covered by the City's O&M budget, starting in 2017.

Council Resolution #0190-17

That Council:

- a) Approve of the Vision for Downtown Revitalization¹; and
- b) Direct Administration to develop a 3 year action plan for implementation of strategies, including those that can be included in the 2018 budget².

Council Motion #0130-17

That Council adopt the implementation schedule and work plan for the downtown anti-litter incentives that was presented at the June 12, 2017 Municipal Services Committee meeting.

Council Motion #0059-18

That another Councillor be authorized to travel to Kelowna, BC from April 22-25, 2018 to attend the Business Improvement Association of British Columbia (BIABC) and International Downtown Association Conference (IDA).

Council Motion #0115-16

That pursuant to Land Administration By-law No. 4596, as amended, Council direct Administration to:

- a. Establish a Revitalization Initiative Reserve account within the Land Development Fund; and
- b. 30% of all future Land Development Fund sales toward the "Revitalization Initiative Reserve" for purposes of targeting land assembly which supports "revitalization initiatives" within targeted areas (Downtown, Old Town, Old Airport Road, Kam Lake).

Council Motion #0145-19

That Council approve the implementation plan, as presented at the Governance and Priorities Committee meeting for May 13, 2019, regarding the July 2018 Theia Partners report regarding downtown revitalization³.

Council Motion #0221-19

That Council:

- (i) adopt for information the City of Yellowknife Retail Revitalization Strategy; and

¹ Vision for Downtown Revitalization (https://www.yellowknife.ca/en/doing-business/resources/Economic_Development_and_Tourism_Strategy/Economic-Development/Downtown_Revitalization_Vision.pdf)

² Downtown Revitalization Implementation Plan 2017 (<https://events.yellowknife.ca/meetings/Detail/2017-11-20-1205-Municipal-Services-Committee/a939635a-bfa8-413c-9da5-ae53012db547>)

³ THEIA Partners Report – Implementation Plan (<https://www.yellowknife.ca/en/doing-business/resources/Downtown-Revitalization/Theia-Partners-Report-Implementation-Plan-2018.pdf>)

- (ii) direct Administration to review the Vision for Downtown Revitalization and bring forward recommended actions for implementation of the Vision for Downtown Revitalization based on existing strategies, including the City of Yellowknife Retail Revitalization Strategy, Theia Report, Economic Development Strategy and Community Plan.

Council Motion #0064-20

That Council adopt for information the City of Yellowknife Economic Development Strategy 2020-2024.

APPLICABLE LEGISLATION, BY-LAWS, STUDIES, PLANS:

- | |
|---|
| <ol style="list-style-type: none">1. <i>Cities, Towns and Villages Act S.N.W.T. 2003;</i>2. <i>Community Plan By-law No. 5007;</i>3. <i>Zoning By-law No. 5045;</i>4. Land Administration By-law No. 4596, as amended;5. City of Yellowknife Vision for Downtown Revitalization;6. Retail Revitalization Strategy;7. City of Yellowknife Economic Development Strategy (2020-2024);8. THEIA Report;9. University/Postsecondary Feasibility Study;10. Urban Design Initiative (2010);11. 2010 Smart Growth Development Plan;12. City of Yellowknife Visitor Services Strategy; and13. YKDFN/City Joint Economic Development Strategy |
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CONSIDERATIONS:

Over the past few years there have been numerous studies and plans conducted to provide guidance on how to stimulate development in the downtown. Administration has reviewed the recommendations from each of those plans and studies (see attached Revitalization Summary Table of Actions) to develop a comprehensive list of overlapping objectives that support development, the economy and vibrancy of the downtown to inform the recommendations contained herein.

It is important to note that while the City currently has a Development Incentive by-law, there has been minimal subscription to the incentives contained within it. In contrast, recent initiatives such as the Indoor Space Improvement grant have been very successful. This lack of interest or use by the community in certain initiatives and adoption of a new Community Plan and Zoning By-law create the opportune time for the City to create a new series of incentives and to re-think how the initiatives are funded.

The following table summarizes actions taken and initiatives led by the City in response to recommendations made in previous studies:

Action/Program	Description
Patio Incentive Program	Motion #0122-17 established the 5 year pilot program to help business owners with the cost of creating and installing downtown sidewalk patios
Public Washroom Incentive	Motion #0122-17 established the 5 year pilot program to provide access for all residents to public washrooms during regular business hours
Food Truck Lottery	Provides mobile vendors fixed locations to operate in the downtown
Cigarette Butt Containers	City sold containers at-cost to downtown businesses
Litter Patrol	City staff and Council members volunteer at lunch in summer months to clean up litter from downtown streets (Green Team)
Outdoor Space Grant	Eligible businesses could obtain up to \$10,000 to expand their outdoor space
Indoor Space Improvement Grant	Eligible businesses could receive up to \$5,000 for costs incurred to remain engaged with current and future customers
Yellowknife Business Services Grant	Eligible businesses could apply to receive up to \$5,000 to cover costs associated with re-opening or returning to full capacity operations
Visitor Services Relocation	Scheduled to be complete September 2022.
Amend Zoning By-law No. 4404	Zoning By-law No. 5045 adopted which provides more flexibility to developers
Development Incentive Program By-law No. 4534	Identified as a priority by Council once the Community Plan and Zoning Bylaw updates were completed. Council approved \$50,000 in Budget 2020 to support this work. Range of tax abatements offered ⁴
Win Your Space	Program designed to incubate business in the downtown.
Street Outreach Program	Program aimed at addressing the needs of the Yellowknife street-involved population
Homelessness Employment Program	Program aimed at providing meaningful employment to street-involved population
Car Share Program	By-laws permit car share; City sponsored YK Car Share

COVID-19

A state of emergency was declared in the Northwest Territories in March 2020 due to the spread of the COVID-19 pandemic. The economic impact of the COVID-19 response has added to the need for incentives to facilitate business retention, new development and affordable residential opportunities.

Financial Considerations

While contributions to the Downtown Improvement Reserve continue to be made it is imperative that these funds are deployed in a manner that supports Council's vision for the downtown.

⁴ See Development Incentive Program Summary (<https://www.yellowknife.ca/en/doing-business/development-incentives.aspx>).

Economic Development

While many different plans have been developed over the years for the purposes of revitalizing the downtown, each with a set of specific set of objectives, upon thorough review, the following key themes became evident:

- (i) Creating new development incentives;
- (ii) Jumpstarting development of vacant land (i.e. 50/50 Lot); and
- (iii) Affordable housing.

Based on these key themes, Administration recommends that the first step in this process should be a comprehensive review of all of the current programs offered by the City. This review would include an assessment of the Development Incentive Program By-law (as previously directed by Council), and incentive programs such as the façade improvement program, patio program, etc., as well as a jurisdictional scan of municipal best practices, and extensive stakeholder engagement. The information obtained from this comprehensive review will be used to develop a toolbox of incentives that can (and will) be utilized by local businesses and developers.

Administration recommends that this reserve continue to be used to fund development and business incentives. However, it is clear that these incentives must be modernized so that they are responsive, easy to access and efficient to administer. Initial research indicates that municipalities provide funds to support initiatives such as the following:

- Improve storefront window displays;
- Provide ambient light from storefront windows;
- Redesign storefronts;
- Undertake streetscape and open space development to support district revitalization (e.g. 50 / 50 corner);
- Continue to advance and support the facade improvement program or repeal and replace;
- a forgivable loan program for improvements or mixed-use/residential development;
- deferred loan repayment program;
- crowdfunded equity;
- tax deferral, reductions or subsidies;
- density bonuses; and/or
- infrastructure development, such as:
 - municipal streetscape upgrades; and
 - active transportation connectivity.

Administration's recommended path forward incorporates Council's previous direction and will result in actions, programs and mechanisms to support revitalization in our downtown.

ALTERNATIVES TO RECOMMENDATION:

That Administration not undertake a comprehensive review of the current business and development incentives offered.

RATIONALE:

The reserve fund was established to encourage the vibrancy, sustainability, and accessibility of the City's downtown area. The goal of the review of the Development Incentive Program By-law is to identify potential amendments which may be needed to ensure these programs continue to be well positioned to provide property owners, commercial tenants and developers with effective incentives that encourage investment through improvements to existing buildings as well as support new development opportunities that will contribute towards long-term goals and priorities for these areas.

ATTACHMENTS:

Revitalization Summary Table of Actions (DM#681558)

Prepared: March 28, 2022; CW

Revised: July 7, 2022; KLT

July 24, 2022; CW

August 4, 2022; KLT

Objective	Recommended Action	Applicable Report/Strategy	Reserve Fund
Storefront Design	<ul style="list-style-type: none"> • Improve storefront window displays • Provide ambient light from storefront windows • Redesign storefronts • Undertake streetscape and open space development to support district revitalization (e.g. 50 / 50 corner). • Continue to advance and support the facade improvement program 	Downtown Revitalization Strategy Urban Design Initiative (2010)	Downtown Improvement Reserve - New development incentive program
50/50 Lot	<ul style="list-style-type: none"> • Zero lot lines • Visitor centre • Consider Land exchange • Remove caveats 	Downtown Revitalization Strategy THEIA Report Urban Design Initiative (2010)	Revitalization Initiative Fund – Facilitate development of the site Visitor Centre – Relocation to Centre Square Mall underway
Incentivize development in the Downtown	<ul style="list-style-type: none"> • a forgivable loan program • deferred loan repayment program • crowdfunded equity 	Downtown Revitalization Strategy THEIA Report 2010 Smart Growth Development Plan	Downtown Improvement Reserve - New development incentive program
Business Incentives to promote development	<ul style="list-style-type: none"> • tax reductions or subsidies • density bonuses • permissive zoning for parking • access to support for workforce training, networking, and • infrastructure development 	Economic Development Strategy 2020-2024 THEIA Report 2010 Smart Growth Development Plan	Downtown Improvement Reserve - New development incentive program
Polytechnic Campus	<ul style="list-style-type: none"> • support downtown campus • incentives for student housing development 	<ul style="list-style-type: none"> • Economic Development Strategy 2020-2024 • University/Post-Secondary Feasibility Study 	Motion #110-22 – MOU regarding potential location of Polytechnic University in Yellowknife
Improve Public Waterfront Access	<ul style="list-style-type: none"> • Develop a land assembly strategy to develop a mixed-use waterfront marina. • Work with property owners to establish a public boardwalk to other areas of Old Town and Latham Island • Invest in streetscaping improvements to the Old Town area that address pedestrian accessibility and aesthetic improvements. • Rezone the former Johnson’s properties and adjacent lands to facilitate appropriate land uses and development of the area. 	2010 Smart Growth Development Plan	Ongoing
Affordable Housing	<ul style="list-style-type: none"> • Strike an affordable housing committee; • Define what “affordable housing” means in Yellowknife context; • Create an affordable housing organization; • Pursue development of opportunity sites; • Utilize the “tools” to create affordable housing; 	2010 Smart Growth Development Plan Everyone is Home: Yellowknife’s 10 Year Plan to End Homelessness (2017)	Revitalization Initiative Fund – require affordable housing as a component of sale

	<ul style="list-style-type: none">• Develop an engagement strategy.• Develop a set of municipal incentives to stimulate and increase affordable rental housing builds.		
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CITY OF YELLOWKNIFE

MEMORANDUM TO COMMITTEE

(For Information Only)

COMMITTEE: Governance and Priorities

DATE: August 8, 2022

DEPARTMENT: Corporate Services

ISSUE: Minutes of the Audit Committee meetings of October 21, 2021, February 3, 2022 and April 28, 2022.

BACKGROUND:

Attached for the information of Committee are the minutes of the Audit Committee of October 21, 2021, February 3, 2022 and April 28, 2022.

ATTACHMENTS:

Audit Committee Minutes October 21, 2021 (DM #671691)
Audit Committee Minutes February 3, 2022 (DM #678723)
Audit Committee Minutes April 28, 2022 (DM #688507)

Prepared: July 25, 2022; LV
Revised:



CITY OF YELLOWKNIFE
AUDIT COMMITTEE
Thursday, October 21, 2021 at 3:30 p.m.
Via Video/Teleconference Call

MINUTES

Minutes of a meeting held on Thursday, October 21, 2021 at 3:30 p.m. via conference call. The following Committee members were in attendance:

Chair: J. Toner,
Members: Mayor R. Alty,
Councillor C. Mufandaedza,
P. Guy,
N. Leeson, and
N. Ensing.

The following advisory members were in attendance:
V. Lackey, Crowe MacKay, LLP, and
A. Halladeen, Crowe MacKay, LLP.

The following members of Administration were in attendance:
S. Woodward, and
L. Vass.

Call to Order

1. The Chair called the meeting to order at 3:33 p.m.

Opening Statement

2. J. Toner read the Opening Statement.

Approval of Agenda

3. N. Leeson moved,
N. Ensing seconded,

That the agenda be approved as presented.

MOTION CARRIED UNANIMOUSLY

Disclosure of pecuniary interest

4. There were no disclosures of pecuniary interest.



Approval of Minutes from the meeting held July 22, 2021

5. N. Leeson moved,
N. Ensing seconded,

That the minutes of the meeting held July 22, 2021 be adopted.

MOTION CARRIED UNANIMOUSLY

2021 Second Quarter Forecast and Variance Report

6. Committee reviewed the 2021 Second Quarter Forecast and Variance Report for information.

2021 Third Quarter Forecast and Variance Report

7. Committee reviewed the 2021 Third Quarter Forecast and Variance Report for information.

Interim Audit

8. Virginia Lackey, a representative of Crowe MacKay LLP, presented the 2021 Interim Audit Plan.

In Camera

9. The Committee moved in camera at 4:15 p.m. to have a discussion with the Auditor without management present.

Adjournment

10. The Chair adjourned the meeting at 4:42 p.m.

Prepared: November 2, 2021, LV



CITY OF YELLOWKNIFE
AUDIT COMMITTEE

Thursday, February 3, 2022 at 3:30 p.m.
Via Video/Teleconference Call

MINUTES

Minutes of a meeting held on Thursday, February 3, 2022 at 3:30 p.m. via conference call. The following Committee members were in attendance:

Chair: J. Toner,
Members: Mayor R. Alty,
Councillor C. Mufandaedza,
P. Guy,
N. Leeson, and
N. Ensing.

The following advisory members were in attendance:

V. Lackey, Crowe MacKay, LLP, and
A. Halladeen, Crowe MacKay, LLP.

The following members of Administration were in attendance:

S. Woodward, and
L. Vass.

Call to Order

1. The Chair called the meeting to order at 3:33 p.m.

Opening Statement

2. J. Toner read the Opening Statement.

Approval of Agenda

3. P. Guy moved,
N. Ensing seconded,

That the agenda be approved as presented.

MOTION CARRIED UNANIMOUSLY

Disclosure of pecuniary interest

4. There were no disclosures of pecuniary interest.



Approval of Minutes from the meeting held October 21, 2021, 2021

5. N. Ensign moved,
N. Leeson seconded,

That the minutes of the meeting held October 21, 2021 be adopted.

MOTION CARRIED UNANIMOUSLY

Results of Interim Audit and Review of Audit Plan

6. Virginia Lackey and Aaron Halladeen, representatives of Crowe MacKay LLP, presented the results of the 2021 Interim Audit and the final 2021 Audit Plan.

Appointment of Chairperson

7. N. Leeson moved,
P. Guy seconded,

That Janet Toner be appointed as Chairperson of the Committee for the next twelve-month period.

MOTION CARRIED UNANIMOUSLY

Next Meetings

8. Committee noted the following schedule of upcoming meetings.
- Thursday, April 7, 2022 at 3:30 pm
 - Thursday, July 21, 2022 at 3:30 pm

Adjournment

9. The Chair adjourned the meeting at 3:54 p.m.

Prepared: February 4, 2022, LV



CITY OF YELLOWKNIFE
AUDIT COMMITTEE
Thursday, April 28, 2022 at 3:30 p.m.
Via Video/Teleconference Call

MINUTES

Minutes of a meeting held on Thursday, April 28, 2022 at 3:30 p.m. via conference call. The following Committee members were in attendance:

Chair: J. Toner,
Members: Mayor R. Alty,
Councillor C. Mufandaedza,
P. Guy,
N. Leeson, and
N. Ensing.

The following advisory members were in attendance:

V. Lackey, Crowe MacKay, LLP, and
A. Halladeen, Crowe MacKay, LLP.

The following members of Administration were in attendance:

S. Woodward, and
L. Vass.

Call to Order

1. The Chair called the meeting to order at 3:31 p.m.

Opening Statement

2. J. Toner read the Opening Statement.

Approval of Agenda

3. P. Guy moved,
N. Ensing seconded,

That the agenda be approved as presented.

MOTION CARRIED UNANIMOUSLY

Disclosure of pecuniary interest

4. There were no disclosures of pecuniary interest.



Approval of Minutes from the meeting held February 3, 2022

5. N. Leeson moved,
N. Ensing seconded,

That the minutes of the meeting held February 3, 2022 be adopted.

MOTION CARRIED UNANIMOUSLY

Approval of the 2021 Financial Statements

6. Virginia Lackey and Aaron Halladeen, representatives of Crowe MacKay LLP, presented the results of the 2021 audited financial statements.
7. N. Leeson moved,
P. Guy seconded,

That Council adopt the 2021 audited financial statements as recommended by the Audit Committee.

MOTION CARRIED UNANIMOUSLY

Next Meeting

8. The next meeting is:
- Thursday, July 21, 2022 at 3:30 pm.

Adjournment

9. The Chair adjourned the meeting at 4:41 p.m.

Prepared: April 28, 2022: LV
Revised: April 29, 2022; LV