



CITY OF YELLOWKNIFE

GOVERNANCE AND PRIORITIES COMMITTEE AGENDA

Monday, September 6, 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	(For Information Only)
4.	A memorandum and presentation regarding 2021 COVID Safe Restart Funding Grant Report.
ANNEX B	(For Information Only)
5.	A memorandum and presentation regarding 2019 - 2022 Council's Goals & Objectives and Overall Achievements.



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MEMORANDUM TO COMMITTEE (For Information Only)

COMMITTEE: Governance and Priorities

DATE: September 6, 2022

DEPARTMENT: Economic Development and Strategy

ISSUE: 2021 COVID Safe Restart Funding Grant Report

BACKGROUND:

In 2021 the City entered into a Transfer Agreement for \$708,060 in funding intended to assist municipalities safely restart their economies and become more resilient to possible future surges in cases of COVID-19. In May 2021 Council provided direction to Administration on how to utilize the 2021 COVID Safe Restart Funding (Motion #0081-21).

Action	Amount	Completed?
Relief for Businesses	\$230,000	Ongoing (see attached report for details)
Relief for Property Enhancements	\$230,000	Ongoing (see attached report for details)
Extend Somba K'e washroom Hours	\$65,000	Yes
Support Communications	\$80,000	Yes
Support Policy and legislative work	\$80,000	Yes
Hire summer students	\$95,000	Yes

Attached for the information of Committee is the 2021 COVID Safe Restart Funding Grant Report which provides detail on the programs that were offered to provide relief for businesses and property enhancements. To date, Administration has paid out approximately \$200,000 of the funds allocated for those purposes. Administration will continue to monitor the needs of local businesses and develop responsive programs to expend the remaining funds.

COUNCIL POLICY / RESOLUTION OR GOAL:

Council Goal #1 Growing and diversifying our economy.

Motion #0081-21 That Council

1. Direct Administration to utilize the 2021 COVID Safe Restart Funding to maximize the benefits to Yellowknife residents and businesses by allocating \$230,000 to provide relief for businesses, \$230,000 to provide relief for property enhancements, \$65,000 to extend Sombe K'e washroom hours, \$80,000 to support Communications, \$80,000 to support policy/legislative work, and \$95,000 to hire summer students; and
2. Direct Administration to develop parameters for the businesses and property enhancements opportunities to ensure the funding is used to deliver meaningful and manageable relief programs.

APPLICABLE LEGISLATION, BY-LAWS, STUDIES, PLANS:

City of Yellowknife Economic Development Strategy 2019-2024

ATTACHMENTS:

2021 COVID Safe Restart Funding Grant Report (DM#706833).

Prepared: August 22, 2022; KLT



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2021 COVID Safe Restart Funding Grant Report

Background

On May 10, 2021, City Council passed Motion #0081-21 directing City Administration to utilize the 2021 COVID Safe Restart Funding from the Government of Canada to maximize the benefits to Yellowknife residents and businesses by allocating \$230,000 to provide relief for businesses and \$230,000 to provide relief for property enhancements.

With the 2021 COVID Safe Restart Funding, the City of Yellowknife's Economic Development & Strategy Department created multiple meaningful and manageable relief programs for businesses most impacted by the pandemic. The department consulted with the Yellowknife Chamber of Commerce prior to introducing these programs in order to determine the widest impact, lowest reporting and application burden for businesses and likewise, lowest burden to administrative staff to receive and review applications.

From June 2021 to September 2022, the Economic Development & Strategy department created four grant programs ranging from \$5,000 to \$10,000. Each grant was developed to help an area essential to functioning small and medium-sized businesses.

As a result of the COVID Safe Restart Funding grant, the City was able to provide in the Summer of 2021 the Outdoor Space Improvement Grant, in the Fall of 2021 the Indoor Space Improvement Grant and in 2022, the Business Services Grant. Additionally, from September 2021 to September 2022, the City waived business licenses fees for all eligible businesses.

Eligibility requirements were determined prior to the grant program launch and was readily available when the business applied online through the City of Yellowknife website and online form submission. General eligibility requirements for each grant program was:

- Twenty (20) employees or less.
- Be located within the city of Yellowknife.
- Have a valid City of Yellowknife business licence.
- Operate in accordance with applicable bylaws and permits.
- Be in good financial standing with the City of Yellowknife related to municipal taxes, fees and charges.

Eligible industries for the grants were identified as being:

- Food and retail services;
- Hospitality and Tourism;
- Arts, Culture and Entertainment;
- Personal care services (including registered medical practitioners); and,
- Recreation.



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Additional requirements were added regarding the date a business must have been open and operating.

If approved for a grant, businesses had to gather all eligible receipts, scan and send them into one pdf document for the department to review and approve reimbursement.

The department endeavored to be flexible, was open to discuss ideas with businesses, and welcomed a conversation on how the department could assist.

The eligibility requirements for the Business License Fee waiver program was the same as the general eligibility requirements with the addition of:

- Franchises must be independently owned and operated.
- Business must have been open/operating between March 1, 2020 and June 30, 2021.
- Businesses must be open/operating as of the date of the application for the waiver of business licence fees.
- If requested, eligible businesses must be able to demonstrate a revenue loss of at least 20% between March 1, 2020 and June 30, 2021.

Advertising was done regularly on different platforms to ensure businesses were aware of these programs. Platforms included social media, newspaper, radio and media releases. Local news outlets also picked up these programs.

Listed below are the four programs, their operation and results.

Programs

Outdoor Space Grant

Many local businesses were facing challenges over the course of the COVID pandemic and struggling to accommodate the Chief Public Health Orders that limited their ability to operate at full capacity indoors. The City of Yellowknife has offered in the past a Sidewalk Patio Grant Program for businesses in the downtown to build a patio for their patrons. Economic Development & Strategy expanded on this idea to reach businesses across town that may have had other ideas to expand their businesses outdoors in order to accommodate public health orders related to COVID.

The Outdoor Space Grant was launched in June 2021 and ran into the fall. Any eligible business could apply online on the City's website and receive up to \$10,000 as a reimbursement for their outdoor space's construction and material costs. Some examples of business expansion included:

- New built patio or extension
- Heaters and screens for extending patio season and keeping patrons warm in the cooler months



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Business must have been open/operating since March 1, 2020. Nine applications were received, and the Economic Development & Strategy department approved seven. Reasons for applications being denied were based on whether the work was actually necessary for accommodating health restrictions and patrons (i.e. had a functional purpose) or if work was purely cosmetic.

Total spend for this program was \$58,370. Feedback was overwhelmingly positive from recipients to be able to have this grant for their space. Yellowknife has short summers and assisting businesses expand their 'outdoor' season to help them operate longer and accommodate more patrons safely creates a vibrant city and one that comes out of this pandemic with our businesses still here. The Outdoor Space Grant did not accept new applicants after October 2021 in order to make room for the next program: the Indoor Space Improvement Grant.



Indoor Space Improvement Grant

After multiple lockdowns and re-openings, the Indoor Space Improvement Grant was launched in October 2021 to help offset the cost burdens of COVID-19-related expenses, assist businesses regarding their indoor spaces, and accommodate patrons during upcoming winter months. This grant was intended to assist businesses with their ongoing space improvements and costs to comply with Chief Public Health Officer ('CPHO') rules and guidelines for COVID-19; and, to keep customers safe, assist in re-opening and accommodate visitors to Yellowknife.

Grants were awarded up to \$5,000 and were given as a reimbursement to eligible small and medium-sized businesses for any physical distancing improvements for their indoor space. Some examples of these improvements and adaptations businesses received the grant for included:

- Purchase of Personal Protective Equipment (PPE);
- Installation of protective screens/barriers/social distancing signage/sanitizing stations;





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- Purchase of interior cleaning products (including sanitizer products/disinfectant chemicals/wipes/chemical sprayers/scrubs etc.);
- Installation, repair or maintenance of ventilation system to improve air quality; and,
- Installation, alterations of window(s) and door(s) or removal of walls to facilitate pick-up/delivery/drive-thru services, etc.

Eligible businesses had to be open/operating since May 1, 2022 and this program considered any eligible costs/expenses incurred after May 10, 2021. 23 applications were received with 17 being approved and \$47,717 reimbursed to businesses. Reasons for applications being denied were based on either not having a business license, were not operating during the required time for eligibility or the planned work does not support physical distancing improvements for their indoor space.

Overall response to this program was positive with many businesses taking advantage of the PPE and barrier equipment reimbursements as well as improving their online ordering and pick-up resources and air quality improvements.

Business Services Grant

The Business Services Grant is a program that is still accepting applications from businesses. This grant was launched in May 2022 and covers up to \$5,000 in costs related to various services that businesses have incurred, or will incur, to re-open or return to full capacity operations.

Eligible expenses include any reasonable and necessary service costs incurred by businesses to remain engaged with current and future customers, create a solid financial foundation and train staff. These include, but are not limited to:

- Financial services
- Marketing services
- Training services

Businesses must have been open/operating as of May 1, 2022 and expenses had to be incurred after January 1, 2022.





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43 businesses applied for this grant, 41 were approved, and two were withdrawn by the applicants. As of August 18, 2022, \$76,884 was disbursed to businesses however; there are several pending applications still to be reviewed.

Interest in this program is still present as businesses begin to see a shift in their business and training needs emerging from the pandemic economy.

Business License Fee Waiver

This Safe Restart Funding has also been allocated to the Business License Fee Waiver Program. The development of this program was created with input from the Yellowknife Chamber of Commerce regarding what their members and the business community at large would like to see the City of Yellowknife assist them with financially. This program also was considered as another way to capture all businesses that may not require the previous three grants, but would take advantage of a \$200 waived fee for their business license renewal.

The program began accepting applications September 2021 as a one-year program (ending September 2022) to waive business license fees for eligible businesses that apply. There are several pending applications for August that will be reviewed for waiving under the program, however, to date (August 18, 2022) the department has received 101 applications and approved 92, resulting in \$14,000 in fees being waived (some applications are still outstanding, having been approved but the City not being sent required documentation for finalizing). Reasons for applications being denied were based on either not operating during the required time for eligibility or the business must need to register with the City as a business.

Business licenses issued by the City increased by 15 percent Year-over-Year; issuing just over 2,000 business licenses in 2021 compared to the 1,700 in 2020.

The increase in City issued Business Licenses between 2020 and 2021 may be caused by two significant factors – the first being that many businesses did not renew their business licenses in 2020, arguably during the height of COVID, and may have been optimistic in 2021 and renewed their businesses licenses in anticipation for operating into the following year (2022). The second factor may have been the grant programs offered by the Economic Development and Strategy department. Not only did the department waive business license fees near the end of 2021 for businesses that had a valid business license, but also the indoor and outdoor space grants required businesses to hold a valid businesses





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license as part of the eligibility requirements and thus they may have updated their status. Regardless, the increase in business licenses and development permits indicates a level of optimism for the coming year and beyond.

Total Spending

Overall, the department was able to expend \$196,971 of the allocated funds. The department will continue to accept and process applications that have been submitted and as such this amount will increase¹.

¹ This amount is an estimate as of reporting date due to outstanding reporting and/or receipts that businesses must submit for reimbursement or pending review of recent applications

2021 COVID-19 Safe Restart Funding Grant Report

**Presented to: Governance and Priorities Committee
September 6, 2022**



Why are we here?

Action	Amount	Completed?
Relief for Businesses	\$230,000	Ongoing (see attached report for details)
Relief for Property Enhancements	\$230,000	Ongoing (see attached report for details)
Extend Somba K'e washroom Hours	\$65,000	Yes
Support Communications	\$80,000	Yes
Support Policy and legislative work	\$80,000	Yes
Hire summer students	\$95,000	Yes

Program Requirements

General eligibility requirements for each grant program was:

- Twenty (20) employees or less
- Be located within the city of Yellowknife
- Have a valid City of Yellowknife business licence
- Operate in accordance with applicable bylaws and permits
- Be in good financial standing with the City of Yellowknife

Eligible Industries

Eligible industries for the grants were identified as being:

- Food and retail services;
- Hospitality and Tourism;
- Arts, Culture and Entertainment;
- Personal care services (including registered medical practitioners);
and
- Recreation.

Outdoor Space Grant

Launched in June
2021

Examples include:

- New or expanded patio
- Heaters

Must have been
open/operating
since March 1, 2020



Indoor Space Improvement Grant

- Grant up to \$5,000
- Reimbursement to eligible small and medium-sized businesses for any physical distancing improvements for their indoor space
- Had to be operating as of May 1, 2022



Examples:

- Purchase of Personal Protective Equipment (PPE);
- Installation of protective screens/barriers/social distancing signage/sanitizing stations;
- Purchase of interior cleaning products (including sanitizer products/disinfectant chemicals/ wipes/chemical sprayers/scrubs etc.);
- Installation, repair or maintenance of ventilation system to improve air quality; and,
- Installation, alterations of window(s) and door(s) or removal of walls to facilitate pick-up/delivery/drive-thru services, etc.

Business Services Grant

- Launched May 2022
- Covers up to \$5000 in costs incurred (or will be incurred) to re-open or return to full capacity
- Must have been open/operating as of May 1, 2022



Eligible expenses include:

- Financial services
- Marketing services
- Training services

Business Licence Fee Waiver

- Waiver of \$200 Business Licence Fee
- Commenced September 1, 2021
- 1 year program



Next Steps

- **Consider new programs**
- **Continue flexible response that addresses current needs**
- **Continue Business Services Grant Program**

Questions?



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MEMORANDUM TO COMMITTEE **(For Information Only)**

COMMITTEE: Governance and Priorities

DATE: September 6, 2022

DEPARTMENT: Administration

ISSUE: 2019 - 2022 Council's Goals & Objectives and Overall Achievements.

BACKGROUND:

Yellowknife City Council approved Council's 2019 - 2022 Goals and Objectives on May 27, 2019. Along with a renewal of the City's vision, mission and values, Council identified four strategic priorities deemed 'pivot points' where a refresh/change in direction could yield desired results that are in the best interests of Yellowknife. These priorities complement the core services and mandated responsibilities that the City continues to uphold and deliver upon, many of which are highlighted in Administration's annual work plans.

Administration has reported to Council bi-annually (typically January and June of each year) throughout this Council's term on the progress made towards Council's Goals and Objectives, and has also provided an overview of Administration's annual high-level work plan in January each year as this complements the work underway on the Goals and Objectives, as well as on core services.

This Council's term is coming to an end, with the 2022 Municipal Election taking place on October 17. Therefore it is timely to report out on the progress made towards Council's Goals and Objectives, as well as celebrating the high level achievements reached over this Council's term of office in meeting the interests of the City of Yellowknife and community residents overall.

COUNCIL POLICY / RESOLUTION OR GOAL:

Motion # 0147-19: That the 2019 – 2022 City of Yellowknife Strategic Plan be adopted.

Motion # 0189-19: That Council's 2019 Goals and Objectives Action Plan be amended by including the following actions:

Objective 2.1, initiative 1: "Develop a long-term financial plan"

Objective 2.2 initiative 2: "Establish a process improvement program"

Objective 3.1, strike the Potential Measure: “number of strategies identified and implemented to address and mitigate climate change.”

APPLICABLE LEGISLATION, BY-LAWS, STUDIES, PLANS:

Council’s 2019 - 2022 Goals & Objectives

ATTACHMENTS:

1. 2019 – 2022 City of Yellowknife Goals and Objectives Action Plan August 2022 Update (DM#594424);
2. Council’s Overall Achievements & Goals and Objectives 2019 – 2022 Presentation (DM#707474); and
3. Celebrating Achievements (DM#705585).

Prepared: August 29, 2022 SBK



2019-2022 Goals and Objectives

● Not started
 ● On Track
 ● Delayed
 ● Deferred
 ● Complete

Objective/Action	Status	2020	2021	2022	Update
Goal 1: Growing and Diversifying our Economy					
1.1 Foster a robust and diversified tourism sector.					
→Bring forward visitor's services model	On Track				VS model being considered in light of new Visitor Information Centre framework.
→Regulate short term rentals	Complete				Short term rental regulatory framework completed with Zoning By-law. Adopted Q1.
→Tourism strategy renewal	Delayed				Delayed by COVID-19. Funding received and work to commence 4th quarter 2022
→By-law for hotel levy implementation	Delayed				Delayed implementation as a result of COVID-19 pandemic.
→Establish DMO	Delayed				Establishment dependent on hotel levy being implemented.
→Repeal and replace Business License By-law	Delayed				2021/22 one-time COVID support for businesses - \$0 licence fees. Update Business License Bylaw in 2023 to align with Zoning Bylaw.
→Wayfinding Strategy	On Track				Wayfinding/Intercultural Heritage and Placemaking Plan coordination continues.
→Attracting and maximizing benefits of conferences/events (FCM, SWANA, Kimberlite, SHDIC etc.)	Delayed				Ongoing. FCM board meeting deferred from Fall 2021 to 2023 .
→Land & Infrastructure certainty for tourism	Delayed				Ongoing - Lobbying GNWT for process on transfer of vacant Commissioners Lands to the City.

→Sports tourism (e.g. SHDIC)	On Track				City is promoting YK as a venue for NWT and national sport tourism.
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1.2 Maximize benefits from an expanded post-secondary institution.

→Continue lobbying for a university	On Track				Ongoing.
→Develop response to feasibility study	Complete				Completed in 2020.
→Land & Infrastructure certainty for YK Campus	On Track				The City has entered into an MOU to advance the Polytechnic location.
→Liaising with other local governments (Smith/Inuvik)	On Track				Continue to collaborate.
→Support partner-led strategies to advance post-secondary in YK	On Track				Engage in Aurora College post-secondary strategic planning.

1.3 Refresh and implement a Yellowknife economic development strategy.

→Economic Development Strategy 2020-2024	On Track				Implementation Plan adopted.
→Mayor's Task Force on Economic Development	On Track				The City has entered into an MOU to advance the Polytechnic location.
→Opportunities North	Delayed				Deferred by the respective Chambers of Commerce (NWT, AB, Yukon).
→CEDI	On Track				Joint Economic Development Strategy approved by City and YKDFN. Implementation Plan rolling out.
→Retail Revitalization	On Track				Findings to be incorporated into downtown revitalization plans.
→Cold weather testing working group	On Hold				Cold weather testing continues, however is impacted by COVID-19. City, GNWT and NWTT partnering with industry.
→Agriculture Strategy	On Track				GROW Implementation plan adopted, rolling out.

→Giant Mine	On Track				Socio-economic progress by Canada has been delayed due to COVID - continued lobbying for maximizing benefits of Giant Mine remediation to Ykers and Northerners.
→YZF Economic Group	Delayed				City and YKDFN lobbying GNWT for a role on this... no uptake yet.

Goal 2: Delivering Efficient and Accountable Government

2.1 Enhance long-term financial and asset management planning.

→Budget policy renewal (Task Force)	Complete				
→Fees and charges policies	Complete				
	Delayed				Review is underway but challenges created delays that will likely see stakeholder consultation postponed until early 2023 with rate revisions contemplated for mid-2023.
→Water rate structure renewal					
→Ongoing budget process improvements	On Track				Ongoing .
→Develop a long-term financial plan	On Track				Ongoing as the current plan is being reviewed regularly and updated, now being informed by asset management.
→Asset management roadmap	On Track				AM Policy approved by Council; Asset Registry, Levels of Service, Risk Management, and Imagery Data Collection and Use Directives developed and approved; focus is now on populating the Asset Registry and collecting condition assessment data.
→Properly resource asset management and implementation	On Track				Budget resources are being allocated to achieve the tasks in the Asset Management Roadmap; staff changes have slowed momentum.

2.2 Integrate a culture of continuous improvement into corporate culture.

→Long-term safety training plan	On Track				Additional resources in Budget 2021;Safety training plan being implemented, including Field Level Hazard Assessment Training.
→Staff charter	Delayed				Scheduled to resume 2023.
→Training and development objectives for each employee	On Track				New HR Directives address this; Talent Management Strategy will supplement.
→Update training and development procedures	On Track				New HR Directives address this; Talent Management Strategy will supplement.
→Update employee recognition program	On Track				New HR Directives address this; Talent Management Strategy will supplement.
→Establish a process improvement program	Delayed				
→Professional development for Council	Ongoing				George Cuff engaged to provide advice on Council committees; Christina Benty on Asset Management Sheldon Toner, Integrity Commissioner; CRRF training was planned for 2022 but they had to defer to 2023.
→Implement a manageable and staged process for the regular review of City policies and procedures	Delayed				2021 one time COVID funding and Budget 2022 resources for policy and legislation support will advance longstanding reviews.
• Establish a policy development and review process	Delayed				
• Establish a tracking mechanism	Delayed				
→Develop and implement a plan for City staff retention and succession planning	On Track				HR Directives addresses, Budget 2022 includes resources for Talent Management Strategy.
• Enhanced benefits/incentives package	On Track				Competitive benefits and terms of employment; opportunities through collective bargaining to support staff.

• Enhanced management competencies training	On Track				Management training plan underway since Sept 2019; currently considering options to enhance through Talent Management Strategy.
• Strategy to market City of Yellowknife as an Employer of Choice	On Track				HR Directives, terms of employment, Talent Management Strategy. Anticipated completion Fall 2022.
• Recruitment strategy	On Track				Talent Management Strategy.
• Ongoing employee satisfaction survey and follow up action plans	Delayed				2018 EESS and Action Plan. Ongoing implementation of 2021 EESS 2021 Action Plan.
• Salary framework review	Complete				Completed in 2021.

2.3 Confirm clear service level standards for key City programs and services.

→Performance Measures	On Track				The City attained platinum certification under the World Council on City Data (WCCD) ISO 37120 process for its 2018, 2019, and 2020 data, and efforts are underway to obtain certification for our 2021 data.
• Create list of “key” high demand and/or resource intensive programs.	On Track				AM Steering Committee is developing a Service Registry and associated Levels of Service for all City services .
• Prioritize and establish service levels for those identified	On Track				Design standards under development. YKFD service levels confirmed in 2020. Corporate-wide services have been defined as part of the Asset Management Framework; standards will be established and supporting data will be collected as resources allow.
• Appropriate resources (human and financial) for service standards	Delayed				Services have been defined as part of the Asset Management framework; supporting data is being collected as resources allow.
• Create reporting mechanism (i.e. Dashboard)	On Track				Consider how to expand WCCD info; Build into Service Registry work.
• Citizen Survey	Cancelled				Council removed from Budget 2021.

Goal 3: Ensuring a high quality of life for all, including future generations

3.1 Prioritize adaption to, and mitigation of, climate change.

→Energy efficiency amendments to Building By-law	Complete				Overall Update to Building By-law 2022 Q1. Consideration of NBC changes will be monitored.
→Security and protection of the City's drinking water	On Track				Replacement of water submarine line is underway; 75% of funding secured. Water licence renewal completed, now being implemented.
→Asset management plans (capital planning process/budgets)	On Track				The Asset Management framework has been developed, service standards are being developed, and condition assessment data is being collected. Budget 2023 capital projects were evaluated through the asset management lens.
→Community Plan	Complete				Approved in July 2020
→Energy retrofits / Local Improvement Charge	On Track				Member of FCM Community Eco-efficiency Acceleration Program (CEAP) to confirm process for program development in YK.
→Community& Corporate Energy Plan Implementation	On Track				Ongoing - five year review in 2020. Focus reaffirmed for projects with big impact: district energy framework and biomass.
→Strategic Waste Management Implementation Plan	On Track				Ongoing.
→Emergency management addressing climate change (Wildland Fire Mitigation)	On Track				Collaboration with YKDFN in 2020. Part of 2022 NWTAC submission for DMAF funding proposal for NWT wide wildland fire management.

3.2 Redefine Public Transit

→Public transit study and implementation	On Track				Public Transit review presented to Council ; implementation plan under development for 2023.
→Lobby Canada on PTIF flexibility	Complete				Successful in reallocating \$7.5M of PTIF funding to green municipal infrastructure (2022).

3.3 Work with partners to address pressing social issues.

→Good neighbour agreements	On Track				Participate as needed.
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→Enhance strategies to address disturbances in City facilities	On Track			Visibility, presence in Facilities, Parks and Trails by MED. MED shift to a community policing model ensures presence.
→Continue lobbying efforts with GNWT	On Track			Ongoing collaboration with MLAs, HSS and other relevant Departments.
→Explore funding/grant opportunities to support the 10 Year Plan	Delayed			Doubling of Reaching Home funding for 2020, 2021, 2022 and 2023.

3.4 Develop a City of Yellowknife Arts and Culture Master Plan.

→Pilot securing non-commercial gallery space	On Track			Included as part of new Visitors Information Centre, to be unveiled Fall 2022.
→Develop Master Plan	On Track			Arts & Culture Master Plan to be presented to Council in Fall 2022.
→Enhance City support for arts festivals. (i.e., Snow King, Ramble & Ride, Longshadow, etc.)	On Track			Ongoing discussions with local artists as well as arts organizations for the development of venues, programs and events in a COVID context - Winter 2021 Outdoor Activities strategy.
→Continue and expand City support of arts (i.e., transformer painting, snow sculptures, banners, etc.)	On Track			Promoting local talent throughout a number of current City festivals and events, in a COVID context, including sponsorship of "Strong People, Strong Communities" murals.

Goal 4: Driving Strategic Land Development and Growth Opportunities

4.1 Diversify development options.

→Development Incentive By-law	On Track			Bring options to Council in Q1 2023.
→Community Plan	Complete			Community Plan approved in 2020.
→Zoning By-law Revisions	Complete			Zoning By-law completed 2022 Q1.

→Land & Infrastructure certainty	On Track				Land Applications submitted, surveying funds included in Budget 2022; awaiting GNWT process to transfer vacant Commissioner's Land within municipal boundary to the City. Respecting YKDFN/Akaiitcho interim land withdrawals.
→Policy and program ideas that incentivize	On Track				To be aligned with Development Incentive options above.

4.2 Promote development across the City.

→Pre-permit meetings (PD; PWE)	On Track				Pre-permit meetings have started and form part of the development review process.
→Downtown Revitalization Vision	Delayed				Theia Report and Retail Revitalization recommendations reviewed and refreshed approach proposed - will come forward 2023 Q1. Interim COVID supports for downtown businesses implemented 2020, 2021. Visitor Info Centre a key revitalization 'anchor'.

Council's Overall Achievements & Goals and Objectives 2019-2022

**Presented to: Governance and Priorities Committee
September 6, 2022**

CONTEXT

In 2019, Council confirmed the vision, mission and values that would guide your term of office, and established Key Goals and Objectives

- **VISION:** *Yellowknife is a welcoming, inclusive, and prosperous community with a strong sense of pride in our unique history, culture, and natural beauty.*
- **MISSION:** *Council will provide leadership, vision, and direction in responding to the needs and aspirations of the community by working cooperatively with staff and residents to provide municipal infrastructure, programs, and services that are environmentally, socially, and fiscally responsible*
- **VALUES:** *Reconciliation, Responsiveness, Solutions-oriented, Responsible Decision-making, Connection, Multi-generational*

Goals & Objectives

Growing and diversifying our economy

- A. Foster a robust and diversified tourism sector – working around COVID to relaunch; new VIC
- B. Maximize benefits from an expanded post secondary institution – collaborative lobbying for enhancements to Aurora College in the NWT including YK; moving forward with plan for YK campus of Polytechnic University
- C. Refresh and implement a Yellowknife Economic Development Strategy – EDS 2020-24; also Joint Economic Development Strategy with YKDFN

Delivering efficient and accountable government

- A. Enhance long term financial and asset management planning – Refreshed budgeting policies and process; Asset Management road map and Policy as well as service/asset/risk registries
- B. Integrate a culture of continuous improvement into corporate culture – COVID reframe
- C. Confirm clear service level standards for key City programs and services – WCCD; Asset Management process

Goals/Objectives

Ensuring a high quality of life for all, including future generations

- A. Prioritize adaptation to, and mitigation of, climate change – reviewed CCEP; biomass boilers
- B. Redefine public transit – decisions made; plan unfolding for 2023 implementation
- C. Work with partners to address pressing social issues – addressing homelessness; successfully lobbied Doubled Reaching Home funding; supporting day shelters; YK Street Outreach
- D. Develop a City of YK Arts & Culture Master Plan – currently being finalized for Fall 2022 review; non-commercial gallery space included in VIC

Driving strategic land development and growth opportunities

- A. Diversifying development options – new Community Plan and Zoning Bylaw
- B. Promote development across the City – Zoning options, greater flexibility; development incentives coming

High Level Achievements

- COVID response
- Maintaining a prudent/solid fiscal position
- Advancing Major capital projects – Aquatic Centre, Water Submarine Line
- Community Plan
- Zoning Bylaw
- Homelessness investments of \$11.8M
- Visitors Services and a new Visitor Information Centre
- Advancing reconciliation
- Advancing accessibility
- Asset Management
- Water Licence renewal
- Over \$83M spending on municipal infrastructure for the benefit of Yellowknifers
- World Council on City Data – standardized municipal data reporting

High Level Achievements

- Giant Mine remediation
- Human Resource system enhancements – Dayforce, HR Framework, Talent Management Strategy
- Fiscal Advocacy – federal and GNWT funding increases; flexibility for some focused funding pots (e.g., PTIF)
- Collaboration to advance goals that enhance YK –
 - Polytechnic University
 - transfer of vacant Commissioners lands within our boundary
 - VIC funding
 - City Charter concept
 - Legislative amendments – PATA, FPA, etc

Looking Ahead

- Emerging from COVID
- Cost of living
- Ensuring diversification of our economy, including resource development as well as many other pillars
- Climate change and adaptation
- Development within our community – many initiatives in the hopper...

Many complex, 'wicked' problems will continue ... we can address through solid political leadership working effectively with Administration

Thanks to Council for your leadership and action

Celebrating Achievements 2019-2022

City of Yellowknife

Looking back over the past 4 years, the City has achieved a lot and seen success on a number of fronts. On top of delivering excellent quality core and essential programs and services, the City has made significant progress on a number of key projects and priorities.

- **COVID Response and Mitigation** - the City has managed our role in the pandemic prudently and proactively for residents, ensuring ongoing access to programs and services since March 2020, all while ensuring staff safety, public safety and the continuation of core and essential services.
- **Solid/Stable Fiscal Position** – City Administration has managed our resources effectively throughout COVID so that the City has remained in a positive financial position. Also, the \$71M aquatic centre only requires borrowing \$10M given prudent planning and accessing other funding.
- **Reconciliation** - After engaging with both the YKDFN and the North Slave Metis Alliance, we developed our Reconciliation Framework and accompanying Action Plan. Actions the City has taken include:
 - Reconciliation Gathering August 2022;
 - making our stop signs bilingual;
 - Renewal of the MOU with Yellowknives Dene First Nation (YKDFN) to strengthen the respectful working relationship between our two governments;
 - Partnering with YKDFN on changes to Canada Day to respect and honour the Indigenous experience in Canada;
 - Establishing the Elder in Residence Program at Yellowknife Public Library;
 - Establishing kiosks around town highlighting YKDFN heritage and culture sites;
 - Advocating for the advancement of TRC recommendation #82 (establish a monument to honour Survivors and all the children who were lost to their families and communities);
 - YKDFN/City joint economic development strategy;
 - Prioritizing reconciliation in the strategic priorities for Municipal Enforcement which has seen tangible progress through staffing, training and policy implementation;
 - Advancing a boundary change with the YKDFN that meets YKDFN/Akaiicho political aspirations;
 - Collaborating with the YKDFN to rename the lakes in Yellowknife based on YKDFN interests/traditions; and
 - Supporting the Strong People, Strong Communities initiative, financially and in-kind, on the development and placement of murals, two of which are placed on City buildings - the Fieldhouse and the Home Base building (former Mine Rescue Building).
- **Accessibility** - Continued the implementation of the Council adopted Accessibility Audit Report recommendations with upgrades to parks and facilities including items such as accessible picnic sites, parking areas, washroom upgrades and trails. Council approved the City's Accessibility Policy. We partnered with the Canadian Tire Jumpstart Program in the development of the accessible playground in Somba K'e Park. The City applied for and received \$100K from the Government of Canada's Accessibility Fund for City Hall washroom renovation; as well, collected

trail accessibility data in support of efforts underway by the Trans Canada Trail and Accessibility Now programs.

- **Aquatic Centre** - years of planning, engagement, fiscal planning and preparation have resulted in confirmation of this important project for YK – ETA Q3 2024.
- **Visitor's Centre** - Four years after the Northern Frontier Visitors Association closed and after 3 years of operating a Visitors Centre out of City Hall, we finally have a new location and funding to make it look awesome; renovations are proceeding and we expect this to open in 2022. This will include non-commercial art gallery which is long overdue in YK and will lead to options for the Arts & Culture Master Plan. When tourism returns, we will be ready!
- **Development of an Economic Development Strategy** – that includes tourism, agriculture, mining, cold weather testing, arts and a range of options to advance. Complementing this is our Joint Economic Development Strategy with the YKDFN which focuses on our shared economic interests.
- The **Community Plan** was approved in July 2020 and the new **Zoning By-law** was approved in March 2022. Both documents are instrumental in addressing short term rentals, economic development, agriculture, parking, contemporary uses, housing flexibility, infill, and downtown revitalization, as well as meeting large scale interests in advancing reconciliation, mitigating climate change and addressing the cost of living.
- On May 30, 2022, Yellowknife City Council formally adopted the new **Building By-law**. The City has brought forward the new Building By-law that adopts the National Building Codes rather than rewriting requirements within the By-law. The By-law is clear, easy-to-follow and will remain up to date. As National Building Codes are updated, the changes will automatically flow through to the City's Building By-law.
- **Investments to tackle homelessness** - Since 2019, the City has allocated \$1.8M to support Street Outreach and the Homelessness Employment Program. The City, through CAB has allocated \$10M to support the work of community NGOs in addressing homelessness. 8-unit apartment building purchased to address youth homelessness.
- **Housing:** Two multi-unit buildings on School Draw Avenue – 21 units at West Bay, 65 units at the former Bartam site approved for development and construction commenced in addition to 54 new multi-unit development being constructed adjacent to the Nova Hotel. 102 units of seniors' housing at the Avens Pavilion approved for development and construction commenced. Sale of a large portion of the remaining Niven Lake Phase 5 lands with a 70 dwelling unit building the intended development. Niven Lake lots on Findlay and Moyle sold to be developed into 4 plex dwellings. Redevelopment to short-term rentals at both the Quality Inn and Northern Lites Motel and significant redevelopment of the Bellanca tower into 72 residential units with commercial on the ground floor.
- **Ongoing investment in municipal infrastructure** – since 2019, the City has spent over \$83M on enhancements to municipal infrastructure to ensure the stability of quality municipal programs and services including high quality drinking water, roads and sidewalks, parks, waste management, accessible facilities and services, land development, virtual/online services.

- **Asset Management** - Maximizing the lifespan of our assets; allocating resources to support programs and assets; setting service levels so that residents and staff are clear on expectations; knowing our risks and managing them – means we're doing our job: being good financial stewards of tax dollars and planning in a transparent way. Council's approval of the Asset Management Policy paved the way for the development and approval of the Asset Registry, Levels of Service, Risk Management, and Imagery Data Collection and Use Directives. These corporate-wide documents establish a consistent foundation and ensure that all efforts collaboratively advance the organization along the City's asset management roadmap.
- **Giant Mine Remediation** - Negotiating the Access Agreement with the Feds/GNWT to ensure they keep boat access open throughout the clean-up and have the lease returned to us, once the clean-up is complete. Focusing our limited capacity meaningfully: on the Socio-Economic impacts of the clean-up. This work also included a last minute effort by City staff to sever the Giant Mine water line that was previously abandoned but left connected to City infrastructure. While this was funded by the Government of Canada, City staff had to complete the work.
- **Submarine Water Line Replacement** – Attained 75% funding from Infrastructure Canada – DMAF for the \$35M project. The City is to account for the other 25% of the project costs. Professional project management and engineering services were retained in 2021 to advance the project through the design and permitting stages in 2022 and 2023 with tentative construction in 2024 and 2025.
- **Water Licence Renewal** – this is a complex, intricate regulatory process that requires a combination of expertise, thorough knowledge of all our water/waste processes and impacts. We have successfully worked towards renewal for another 15 years (tbc 2022). This project will have numerous objectives, requirements, and reporting mechanisms that have to be both created and updated on a regular basis and submitted to the MVLWB for approvals.
- **Waste Management** – Continued the advancement of the strategic waste management plan that has included several tasks and objectives. There are several projects within waste management that are occurring, such as:
 - Long term design and Cell C design and construction.
 - Weigh-in scale will proceed.
 - Onsite/internal operational changes. (Compacting waste vs. baling waste).
 - Removed significant fire hazards such as wood and tire stockpiles.
- **Community & Corporate Energy Plan** - Focused energy on projects that will maximize the returns we want to see. Working on a pellet boiler at the water treatment plant; a local business (J&R) created a district heating system on Woolgar; working on a district heating policy; etc. Continuing the development of a local improvement program for energy retrofits for residents.
- Completed the **Transit Review**, and working on an implementation plan. This includes new routing, scheduling and rebranding of Yellowknife transit. It also included the renewal of the City's contract with First Transit, who has been the main provider for several contracts consecutively.
- **Water Rate Structure Review** – Work is underway to develop a more transparent water rate structure that is easy to understand and administer. The first step, a detailed assessment of

revenue requirements, has been completed and attention is now focused on developing alternative rate structures that more fairly allocate the costs associated with the City's water and sewer services. Public consultation on these potential solutions will take place shortly, and the study results and recommendations are expected to be presented to Council in the first quarter of 2023.

- **World Council on City Data (WCCD)** – In 2019, the City was one of 15 selected to join the WCCD global network of data-driven cities, under the Government of Canada's Data for Canadian Cities Pilot project. Since then, staff throughout the organization have gathered data and worked with external agencies to collect annual information for the 104 indicators under ISO 37120, the international standard for sustainable cities and communities. The City was awarded Platinum certification – the highest possible level – for all three years of its involvement in the program, and expects to attain it again for the current reporting year.
- **Arts & Culture Master Plan** – the City is developing a comprehensive 5 year Arts and Culture Master Plan to guide long-term decision making and investment in arts and culture. Yellowknife is home to a thriving artistic community whose works span a multitude of different media, styles and traditions. Commencing work with arts consultants in 2022, the draft plan will come to Council in Fall 2022.
- **Human Resources Framework**
City Administration completed a full review of all HR policies (approximately 60) which were revised into 5 Directives and the Procedures to support the Directives (about 20 Procedures). These are more current and in keeping with current trends in HR. In addition, this has set-up a framework for reviewing the Safety Program Policies and Procedures.
- **Talent Management Strategy** – a Talent Management Strategy is currently under development being facilitated by an external contractor. Anticipated by Fall 2022, it is focusing on:
 - Recruitment for the future
 - Succession planning
 - Enhancing leadership and management
 - Retention & engagement, Rewards & recognition
- **YKFD Reorganization**
The addition of 4 positions as part of Budget 2022 addressed the increase in emergency call volume since 2016 when the YKFD Masterplan noted that an increase of eight (8) firefighters, from twenty-four (24) to thirty-two (32), was adequate to meet then current needs. This was based on a total response volume of 4,295, and contingent on the reduction of non-emergent responses or services such as medivacs and transport of people of diminished capacity through drugs, alcohol, and mental illness. Total responses for 2021 reached 5575, and non-emergent responses and supplemental services have yet to be significantly reduced. The creation of the 4 Captain positions bring an added level of leadership and supervision for the health and safety and performance of employees on each platoon.
- **Modernize Payroll and Human Resources Information System**

Administration implemented a complete modernization of payroll, leave and Human Resources Information Systems (HRIS) in mid-2021, moving from paper/hard copy to fully electronic/online, including replacing paper timesheets, leave requests and reports with a digital platform.

- Proactively planned **Community Events** including Hockey Day in Canada, NAKA festival and hosted 3 years in a row, COVID friendly outdoor events; etc.
- **Funding** – Some examples of funding, beyond COVID funding, include:
 - MACA increased the City's O&M funding and provided a one-time top up on our capital funding.
 - ITI increased the O&M funding for the visitor center (one-time so far, but looking to add permanently to future budgets).
 - HSS provided us with a (again, one time) contribution towards the YK Street Outreach, in 2019.
 - Canada has doubled our gas tax funding twice.
 - Canada has approved \$26.8M (75% of the estimated total cost) for the water submarine in-take line funding through DMAF.
 - Reaching Home funding to support our homelessness efforts through CAB was renewed for another 5 years and we had it double in 4 of the years.
 - ICIP
 - Annual Paving Program x2 (2019 and 2022-23)
 - Lagoon Sludge Removal
 - Landfill Cell Construction
 - Strategic Waste Management Plan Implementation
 - Public Transit Infrastructure Fund (PTIF) - \$7.5M can be reallocated towards green municipal infrastructure given our limitations on how we can spend on contracted public transit.
- On the **lobbying front**, the City has proactively advocated for:
 - the transfer of vacant Commissioner's Land to communities, as well as the creation of a polytechnic university which manifested in the 19th Legislative Assembly's priorities;
 - a City Charter as a means to provide the City with more latitude to address our issues and opportunities. It won't happen this term, but planting the seeds and getting it ready for the 20th Assembly is important to advance;
 - amendments to modernize the Property Assessment and Taxation Act (PATA) which are in process, as well as the Local Authorities Elections Act (LAEA) to allow for electronic voting as well as other modernizations; and
 - improved process flow and communications between the City and NWT 911.