



CITY OF YELLOWKNIFE

GOVERNANCE AND PRIORITIES COMMITTEE AGENDA

Monday, June 19, 2023 at 12:05 p.m.

Chair: Mayor R. Alty,
Councillor S. Arden-Smith,
Councillor G. Cochrane,
Councillor R. Fequet,
Councillor B. Hendriksen,
Councillor C. McGurk,
Councillor T. McLennan,
Councillor S. Payne, and
Councillor R. Warburton.

<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 presentation regarding timing of GPC/Council Packages.
ANNEX B	
5.	A memorandum regarding whether to approve the 2023-2026 Council Strategic Directions.
6.	A discussion regarding the Access for All Policy.
<u>IN CAMERA</u>	
7.	A personnel matter.
8.	Business arising from In Camera Session.



CITY OF YELLOWKNIFE

MEMORANDUM TO COMMITTEE

COMMITTEE: Governance and Priorities

DATE: June 19, 2023

DEPARTMENT: Administration

ISSUE: Whether to approve the 2023-2026 Council Strategic Directions.

RECOMMENDATION:

That Council approve the 2023-2026 Council Strategic Directions.

BACKGROUND:

Since being elected in October 2022, Council has worked to confirm its mission, vision, principles and high level strategic directions that are supported by focus areas and proposed key initiatives for the next four years.

These strategic directions reinforce and complement the core services and mandated responsibilities that the City continues to uphold and deliver upon, while providing key areas of focus that Council believes are important for the community over the next four years. Confirming strategic directions can (a) ensure transparency for Council's key high-level priorities, (b) focus on the steps required to get there and (c) guide Council when making decisions regarding the allocation of resources.

On May 15, 2023, Council approved the draft 2023-2026 Strategic Directions release to the public for engagement and review. The draft Strategic Directions document was posted on the City website and comments were encouraged through PlaceSpeak from May 30th to June 9th. Five (5) residents made eight (8) comments.

COUNCIL POLICY / RESOLUTION OR GOAL:

N/A

APPLICABLE LEGISLATION, BY-LAWS, STUDIES, PLANS:

Council's Goals & Objectives 2019-2022

CONSIDERATIONS:

Public Input

Between May 30 and June 9, five (5) residents made eight (8) comments using the Placespeak platform. Comments generally highlight areas where residents seek to reaffirm Council direction and propose actions that support the strategic directions.

Theme	Comment
Infill Trails and access to nature	<p>“Yellowknife is a...community with a strong sense of pride in our unique...natural beauty”. This natural beauty, currently accessible to Yellowknifers on our doorstep, is the reason why many residents including myself live here. It is a huge advantage that Yellowknife has over other Canadian cities, and must be preserved. Trail and nature protection, particularly close to the downtown core, should be a priority for this council. The continued eroding of Frame Lake and Niven trails, as well considering green spaces such as that adjacent to Rotary Park and Tin Can Hill for development, will not preserve this access to nature, nor does it show a sense of pride in our natural beauty nor a vision for a sustainable future.</p> <p>Old/used sites need to be prioritized for development over easy-to-develop new sites - this is a no-brainer in terms of developing a sustainable and livable city that puts people first. Trails and natural green spaces within our city provide an affordable recreational amenity for citizens - continuing to erode these will do the opposite and prohibit people without a vehicle from accessing nature.</p> <p>Promoting and maintaining trail access throughout the winter should continue to be prioritized and expanded. Planning for equipment and manpower in the future should be taken into account here, particularly given that snowfall will increase in the coming decades. It would be nice to know if the City adopted any of the 2023 targets as recommended in their Trail Enhancement and Connectivity Strategy (2018) and whether or not they have been achieved.</p>
Biannual updates	<p>On page 7, I’m delighted to see the commitment for biannual reports to the community on the City’s “progress, results, and adjustments” in relation to Council’s strategic directions. I very much look forward to reading these. It would be great to see these biannual progress reports available on City’s website and posted on your social media. Can you confirm that biannual refers to every 6 months rather than every 2 years? I do hope it's the former.</p> <p>Also, it’s great to see so many previous plans (some many years old) referenced. It would be great to see progress reports on these and any future plans incorporated into the new biannual reports - including areas of focus and action items, with target dates for action.</p>
Active transportation Design standards	<p>My main area of interest is active travel, and so I'm glad to see the document mention 'multi-modal travel', including in winter. The Doc speaks of “Responsiveness to the needs of the public”, a “liveable community” and a “sustainable future”. Many cities around the world have realized, particularly in the past decade, that old designs for our public spaces were not putting people first nor compatible with a sustainable future, and many have made the necessary adjustments. YK could be a Canadian leader here by considering the legacy of its decisions and actions for generations to come. I’m glad the Development and Design Standards are being reviewed. I hope that this review will genuinely consider modes of travel other than the car. Our city streets currently do not consider the safety of children, pedestrians, cyclists and vulnerable road users, and many feel they cannot use alternative modes as a result. Road widths, particularly around residential streets and downtown, are huge, with half the street width taken up by one or two distantly parked vehicles - this wasted space could be dedicated to proper active travel lanes, sidewalks and other community spaces. I’m not convinced that a review of the Planning and Design Standards alone will result in a cohesive active travel network, especially given that much of city road design is done by outside designers.</p> <p>There needs to be an overall vision for active travel first that will inform and link in with the new development and design standards. A new active transportation strategy needs to be developed - one that is far more ambitious and detailed than the last. One which takes into account international best practices, especially in other winter cities which do this right. There is huge potential here for our compact city. Maps of active travel routes are needed or a fragmented substandard network will result; a piece-meal approach with no overall vision is unlikely to result in a good end product. The city should not be put off by their one attempt at a segregated bike lane ten years ago. It would greatly help if professionals with experience designing for winter cities with great active travel options are involved in the design process, as well as during the review of the Design Standards and development of active travel plans.</p>

	The design standards should include the need for a sidewalk outside every residence, so that parents can feel confident in the safety of their children walking down the road to a friends house or to school. We need more pedestrian crossings, and ones that don't have a 3 minute wait, as is currently the case at a number of our crossings.
Bicycle lanes Multi modal transportation	An additional point - the current design standards, as well as the city website, seem to lump in bicycle lanes with trails and recreational sports. While there is of course overlap, a shift in this perspective would be helpful. Many of the city's trails are not very well suited for bike lanes as they do not provide a direct route, do not have sufficient width, are not maintained well enough (winter and summer), nor are they properly linked up with the road network elsewhere. Space needs to be dedicated for active travel, including protected bike lanes, on our existing roads and streets.
Infill Tin Can Hill Natural green spaces	Thank you for the opportunity to review the Strategic Directions document. I am concerned with ensuring two things- . that Yellowknife continues to be a liveable city (the Mission), and that future growth is environmentally and fiscally responsible. 1. I am all for infill of vacant lots to keep the city compact. But there needs to be some natural green space that is accessible within city limits and walking distance for residents without vehicles. this is very important for mental health. I believe that Tin Can Hill is the most valuable natural green space left in the City and it should be left undeveloped. 2. Development of Tin Can Hill (the most immediate proposal relates to the polytechnical university on the Hill) is environmentally and fiscally irresponsible and not to the city's benefit. The GNWT options paper is a flawed document with incorrect assumptions and faulty reasoning. There are viable and fiscally attractive options available in the downtown core and Capital area that would assist with the City's oft-repeated desire for downtown revitalization, retain a much-used green space, and be more convenient and flexible for students and university administrators. The city is losing a once in a lifetime opportunity to revitalize downtown if it gives in to GNWT pressure to locate the university on Tin Can Hill.
Substance Abuse issues Homelessness Tin Can Hill	With the long wish list of things to do, I don't know how you can possibly have the resources to tackle very many of them. Priorities for me are the substance abuse issues/homelessness as well as removing Tin Can Hill from development. Put the university somewhere else, and stop throwing money away by giving away land. I don't understand the financial decisions of past councils. Please stop the financial bleeding wasting money by giving away things like the 50/50 lot and Tin Can Hill. Regarding substance abuse/homelessness, people I know first hand have been physically assaulted downtown. This issue is beyond out of control and the downtown is a disaster because of it.
Social Issues Clear goals/initiatives	This strategic direction document is very vague. As a community we would benefit from seeing the goals and tactics that the city will be taking to accomplish your vision. It is hard to give constructive feedback on a document that is very broad and gives little information on what major initiatives the city will be focusing on, how much it will cost and what is the benefit to the community as a whole. As a concerned citizen I would like to see strategic efforts being made to provide social supports to the houseless community and what is the city doing to make the city more safe?

Implementation

Once the Strategic Directions are finalized and approved in final by Council, Administration will propose actions that address and advance these and interweave with current items on Administration's workplan. Council direction on prioritizing actions will be welcomed.

ALTERNATIVES TO RECOMMENDATION:

That Council amend the 2023-2026 Council Strategic Directions document to incorporate feedback from residents in a more granular manner.

RATIONALE:

Council's Strategic Directions will provide direction and focus for the future of the City of Yellowknife and will help Council make decisions regarding priority setting, resources and budget allocation.

ATTACHMENTS:

1. 2023 – 2026 Council Strategic Directions (DM#729868).

Prepared: June 12, 2023 SBK

Council Strategic Directions

2023-2026



CITY OF YELLOWKNIFE

Council Strategic Directions

We are a Council that is committed to the community. We want to ensure all are welcome and have the opportunity to prosper. As a Council, we want to ensure we grow strategically within our means as we set direction for the City of Yellowknife. **Our people matter. Our resources matter. Our future, for generations to come, matters.**



From left to right: Cat McGurk, Garrett Cochrane, Ben Hendriksen, Ryan Fequet, Rebecca Alty, Stacie Arden-Smith, Steve Payne, Robert Warburton and Tom McLennan.

Leading With Purpose

OUR MISSION

The governing role of Council is to ensure and maintain a resilient and liveable community through the power of engaging and inspiring others to participate in the journey – residents, staff, businesses, and partners.

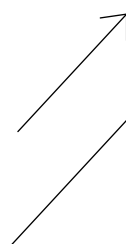
Council will provide leadership, vision and direction in responding to the needs and aspirations of the community by working cooperatively with staff and residents to provide municipal infrastructure, programs and services that are environmentally, socially, and fiscally responsible.

Thinking Forward

OUR VISION

With the following vision in mind, Council commits to working to ensure its decisions, strategic directions, and resource allocation during our term focus on **people first, service excellence** and a **sustainable future**.

Yellowknife is a welcoming, inclusive and prosperous community with a strong sense of pride in our unique history, culture and natural beauty and role as the capital city and gateway to the Northwest Territories.



We Stand for...

Council works to make positive impacts in our community, deliver excellent services and guide a complex organization. We care about the impacts of our decision-making. Our principles guide our civic leadership and municipal service.



Reconciliation

The City is committed to reconciliation with Indigenous peoples.



Responsiveness

The City is focused on being responsive to the needs of the public.



Responsible Decision-Making

The City is focused on evidence-based decisions that serve the broad public interest.



Amplifying Others

The City enables residents and other organizations to meet diverse community needs.



Multi-Generational

The City will consider the multi-generational impact and legacy of its decisions and actions for generations to come.



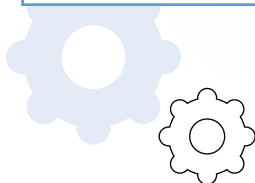
Engagement

The City is committed to meaningful participation and collaboration.



Reliable Services

The City is focused on ensuring the continuity of defined service levels.

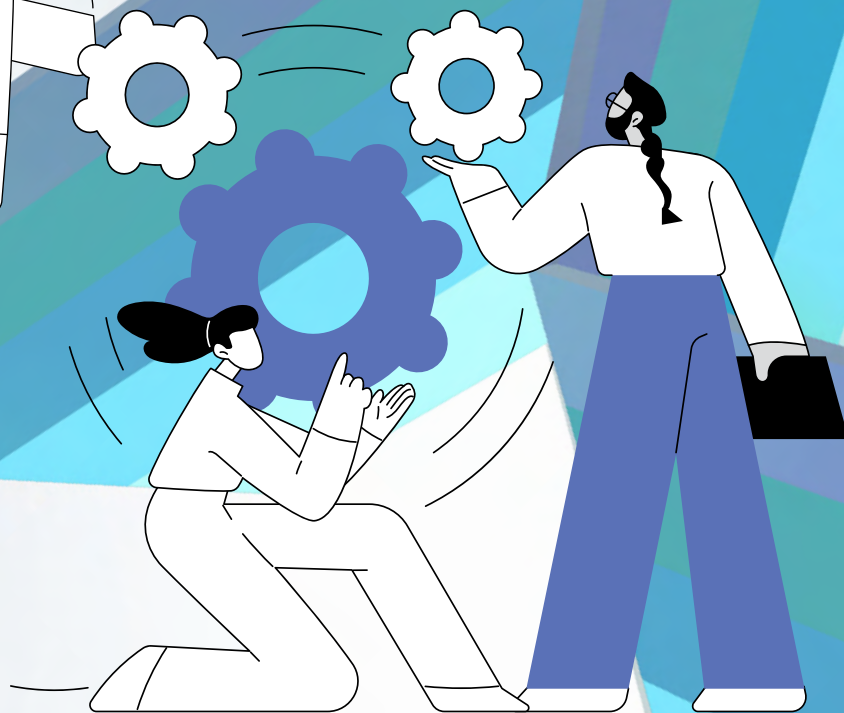


CITY OF YELLOWKNIFE

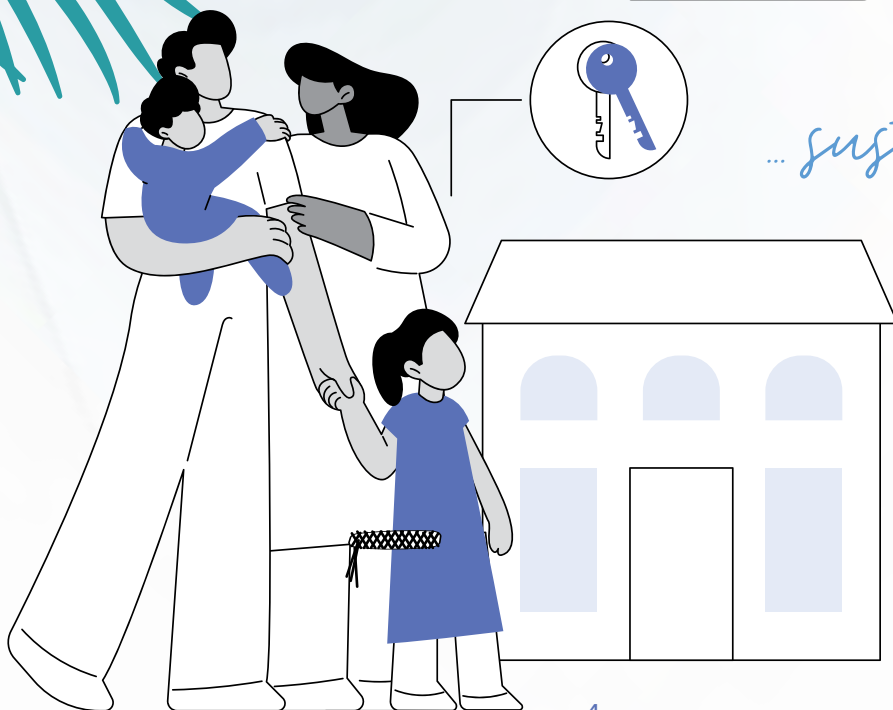
people first...



service excellence...



... sustainable future.



PEOPLE FIRST

Facilitating a safe, accessible and inclusive community that supports the well-being of all.

FOCUS AREAS

Reconciliation

Continuing to nurture positive and respectful relations with Indigenous governments, organizations and peoples

Housing For All

Doing our part to create the context for diverse housing and accommodation options

Liveable Community

Supporting all citizens to participate in the social fabric of our community

KEY INITIATIVES

- Continuing to strengthen relations with Indigenous governments and peoples
- Setting the context and foundation for a fulsome continuum of housing options, from social to market to workforce accommodation
- Providing affordable and diverse recreation and arts opportunities for residents
- Pursuing diverse community engagement methods
- Supporting design standards that are multi-modal including recognizing Yellowknife's advantages as a winter city
- Providing public transit that meets user needs
- Advocating for enhanced outreach and social support services
- Working with all partners towards a safe, supportive and compassionate community for all

GUIDING DOCUMENTS

Reconciliation Framework (2021) & Action Plan (annual)

Accessibility Audit Report & Implementation Strategy (2018)

Arts and Culture Master Plan (2022)

Trail Enhancement and Connectivity Strategy Report

(2018)

10 Year Plan to End Homelessness (2017)

Development & Design Standards (ongoing)

Wayfinding Strategy & Implementation Plan (2019)

YK Public Transit Review Report (2020)



SERVICE EXCELLENCE

Optimizing resource capacity to ensure reliable services and infrastructure for current and future needs.

FOCUS AREAS

Asset Management

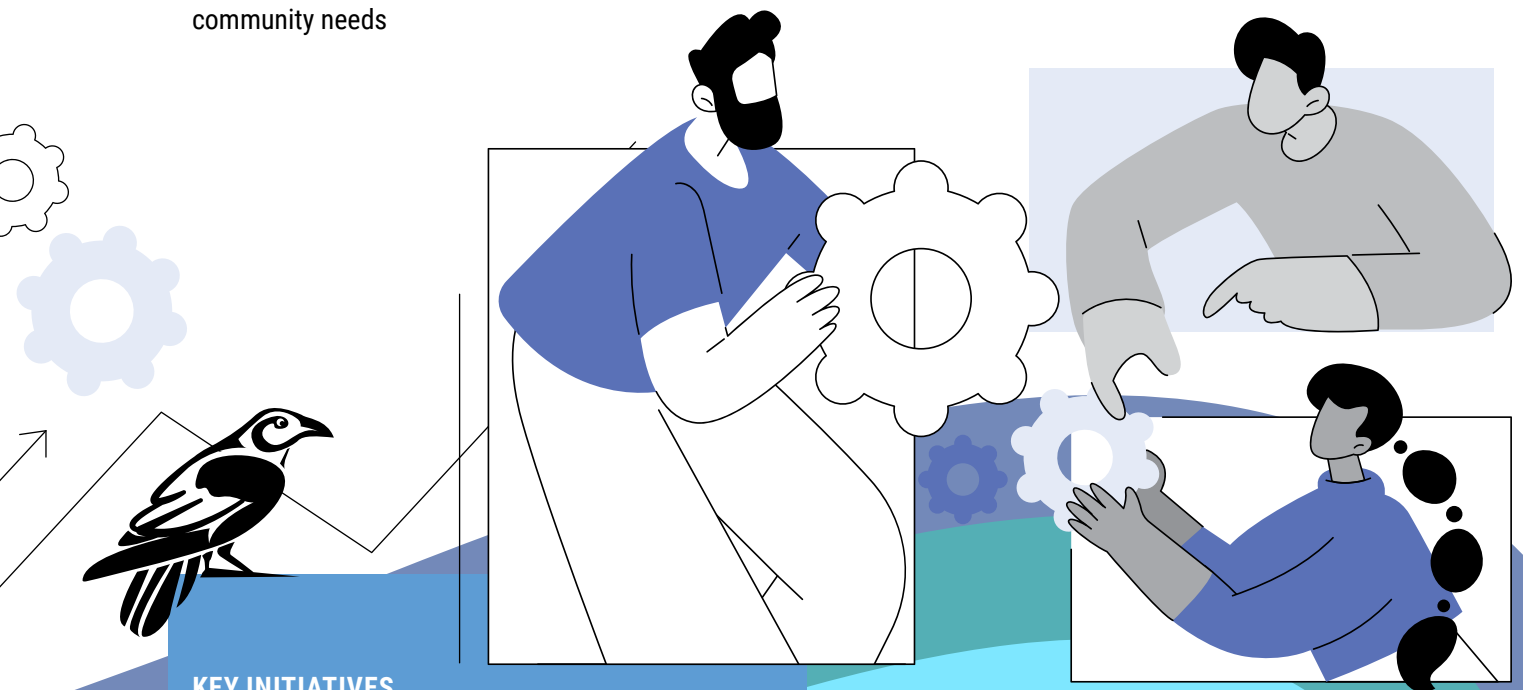
Planning, implementing and maintaining assets to reliably, safely and cost effectively deliver services for current and future community needs

Capacity

Balancing service levels with human and fiscal resources

Organizational Culture

Providing a positive and productive workplace environment for effective governance and service excellence



KEY INITIATIVES

- Advocating for a City Act to address community needs
- Advancing the asset management framework, including long term funding strategies
- Aligning organizational service capacity with service levels
- Investing in City staff through talent management, employee development and staff capacity
- Enhancing governance capacity through individual and collective development opportunities

GUIDING DOCUMENTS

Council Governance and Committees Report (2019)
Talent Management Strategy (2022)
Asset Management Roadmap (2022)
Water Licence Implementation (2022)
YKFD Master Plan (2016)
YKFD Level of Service (2021)
Yellowknife Old Town Emergency
Circulation Review and Parking Study (2021)



SUSTAINABLE FUTURE

Managing growth for environmental responsibility and economic diversity.

FOCUS AREAS

Resilient Future

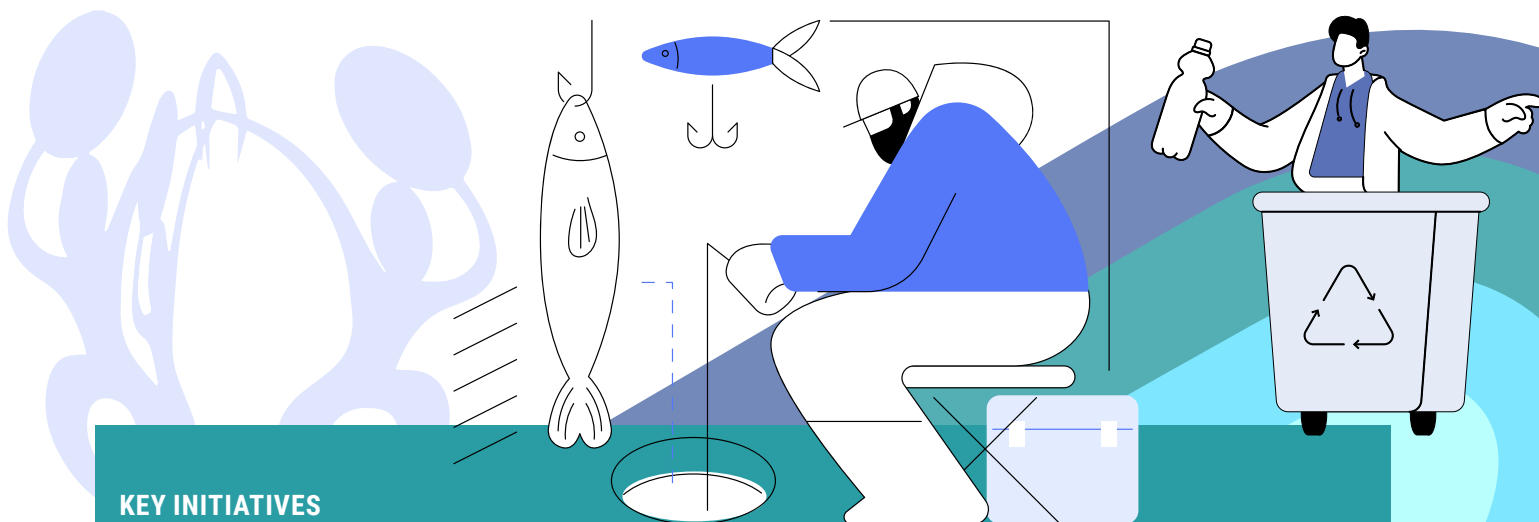
Enhancing Yellowknife as a great place to live, visit, work and play now and into the future

Growth Readiness

Ensuring land development supports economic readiness and community priorities

Robust Economy

Doing our part to stimulate and amplify economic development opportunities



KEY INITIATIVES

- Supporting all aspects of tourism and visitor services, including the hotel levy and creation of the destination marketing organization
- Implementing and renewing strategic economic diversification options
- Aligning with regional and territorial economic opportunities
- Advocating for the transfer of vacant commissioner's land for growth
- Implementing the Food and Agriculture Strategy
- Completing land development tools and strategies that support growth readiness
- Modernizing development incentive options
- Advancing energy initiatives, including district energy options to energy retrofits
- Sustaining infrastructure capacity for future growth
- Implementing the Solid Waste Management Plan

GUIDING DOCUMENTS

Downtown Yellowknife Retail Revitalization Strategy (2019)

Economic Development Strategy 2020-2024 & Implementation Plan

GROW Yellowknife Food and Agriculture Strategy & Implementation Plan (2019)

University Feasibility and Benefits Study (2018)

Yellowknife Visitor Services Strategy (2018)

Yellowknives Dene First Nation & City of Yellowknife Joint Economic Development Strategy & Implementation Plan (2020)

Community Plan & Background Report (2020)

Corporate and Community Energy Action Plan (2015-2025)

Yellowknife Downtown Façade Improvement Guidelines (2017)

Strategic Waste Management Plan (2018)



**PRESENT
Conditions**

**PREFERRED
Future**

**Transformation
STRATEGIES**



Adjusting to CHANGE

Council's priorities and directions for its term will inform:

- The development of administrative workplans
- Preparation of operating and capital budgets
- Partnership efforts with community groups and stakeholders
- Relationships with First Nations and Indigenous communities
- Advocacy to the Territorial and Federal Governments

We commit to review our strategic priorities and directions to:

- Make adjustments as required to meet community needs and opportunities
- Ensure strategic expectations are aligned with organizational capacity
- Communicate regularly on progress for each strategic initiative
- Report biannually to the community on progress, results, and adjustments

