



CITY OF YELLOWKNIFE

Council Agenda

Monday, June 26, 2023 at 7:00 p.m.

Welcome to the

REGULAR MEETING OF COUNCIL

Council Chamber, City Hall
4807 - 52nd Street
Yellowknife

All presentations pertaining to items on the Agenda for the meeting shall be heard under the "Delegations Pertaining to Items on the Agenda," portion of the Order of Business. All presentations pertaining to items not on the Agenda shall be heard under the "Delegations Pertaining to Items Not on the Agenda" portion of the Order of Business.

The following procedures apply to all delegations before Council:

- a. all delegations shall address their remarks directly to the Presiding Officer and shall not pose questions to individual Members or Administration;
- b. each presenter shall be afforded five minutes to make their presentation;
- c. the time allowed to each presenter may be extended beyond five minutes by a resolution of Council;
- d. after a person has spoken, any Member may, through the Presiding Officer, ask that person or the City Administrator relevant questions; and
- e. no debate shall be permitted on any delegation to Council either between Members or with an individual making a presentation.

Please refer to By-law No. 4975, the Council Procedures By-law, for the rules respecting the procedures of Council.

COUNCIL:

Mayor Rebecca Alty

Councillor S. Arden-Smith
Councillor Garrett Cochrane
Councillor Ryan Fequet
Councillor Ben Hendriksen

Councillor Cat McGurk
Councillor Tom McLennan
Councillor Steve Payne
Councillor Rob Warburton

All annexes to this agenda may be viewed on the City's website www.yellowknife.ca or by contacting the City Clerk's Office at 920-5602.
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Item No.

Description

OPENING STATEMENT

1. Councillor Cochrane will read the 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.

AWARDS, CEREMONIES AND PRESENTATIONS

2. There were no awards, ceremonies or presentations for the agenda.

ADOPTION OF MINUTES FROM PREVIOUS MEETING(S)

Previously
Distributed

3. Minutes of Council for the regular meeting of Monday, June 12, 2023 are presented for adoption.
4. Councillor Cochrane moves,
Councillor _____ seconds,

That Minutes of Council for the regular meeting of Monday, June 12, 2023 be presented for adoption.

Unanimous	In Favour	Opposed	Carried / Defeated
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DISCLOSURE OF PECUNIARY INTEREST AND THE GENERAL NATURE THEREOF

5. Does any Member have a pecuniary interest in any matter before Council today?

CORRESPONDENCE & PETITIONS

6. There was no correspondence nor were there any petitions for the agenda.

STATUTORY PUBLIC HEARINGS

7. There were no Statutory Public Hearings for the agenda.



Item No.

Description

DELEGATIONS PERTAINING TO ITEMS ON THE AGENDA

8. There were no delegations pertaining to items on the agenda.

MEMBER STATEMENTS

9. There were no statements for the agenda.
10. Are there any Member statements from the floor?

INTRODUCTION AND CONSIDERATION OF COMMITTEE REPORTS

Councillor Cochrane will introduce the following reports:

11. Governance and Priorities Committee Report for June 12, 2023.
12. Councillor Cochrane moves,
Councillor _____ seconds,

That Council appoint Nathan Ensing, a member of the community with considerable experience in the operation and management of a large entity, pursuant to Audit Committee By-law No. 4127, to serve on the City of Yellowknife (City) Audit Committee for a three-year term commencing June 27, 2023 and ending June 26, 2026.

Unanimous	In Favour	Opposed	Carried / Defeated
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13. Governance and Priorities Committee Report for June 19, 2023.
14. Councillor Cochrane moves,
Councillor _____ seconds,

That Council approve the 2023-2026 Council Strategic Directions.

Unanimous	In Favour	Opposed	Carried / Defeated
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NEW BUSINESS

15. There was no new business for the agenda.
16. Is there any new business from the floor?



Item No.

Description

ENACTMENT OF BY-LAWS

17. By-law No. 5072 - A by-law to open and name a roadway in Phase 2 of Engle Business District as Goshawk Road, is presented for First and Second Reading.

18. Councillor Cochrane moves,
Councillor _____ seconds,

First Reading of By-law No. 5072.

Unanimous	In Favour	Opposed	Carried / Defeated
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19. Councillor Cochrane moves,
Councillor _____ seconds,

Second Reading of By-law No. 5072.

Unanimous	In Favour	Opposed	Carried / Defeated
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20. By-law No. 5073 - A by-law to amend Tax Administration By-law No. 4207, as amended, to exempt the Makerspace YK Units 9-12, Plan 4655 (100 - 5001 Forrest Drive) from property tax exemption, is presented for First and Second Reading.

21. Councillor Cochrane moves,
Councillor _____ seconds,

First Reading of By-law No. 5073.

Unanimous	In Favour	Opposed	Carried / Defeated
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22. Councillor Cochrane moves,
Councillor _____ seconds,

Second Reading of By-law No. 5073.

Unanimous	In Favour	Opposed	Carried / Defeated
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<u>Item No.</u>	<u>Description</u>
<u>DEFERRED BUSINESS AND TABLED ITEMS</u>	
23.	There was no deferred business and there were no tabled items for the agenda.
24.	Is there any deferred business or are there any tabled items from the floor?
<u>OLD BUSINESS</u>	
25.	There was no old business for the agenda.
26.	Is there any old business from the floor?
<u>NOTICES OF MOTION</u>	
27.	There were no notices of motion for the agenda.
28.	Are there any notices of motion from the floor?
<u>DELEGATIONS PERTAINING TO ITEMS NOT ON THE AGENDA</u>	
29.	There were no delegations pertaining to items not on the agenda.
<u>ADMINISTRATIVE ENQUIRIES</u>	
30.	There were no administrative enquiries for the agenda.
31.	Are there any administrative enquiries from the floor?
<u>ADJOURNMENT</u>	



CITY OF YELLOWKNIFE

GOVERNANCE AND PRIORITIES COMMITTEE REPORT

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

Report of a meeting held on Monday, June 12, 2023 at 12:05 p.m. in the City Hall Council Chamber. The following Committee members were in attendance:

Chair: Mayor R. Alty,
Councillor S. Arden-Smith,
Councillor G. Cochrane,
Councillor R. Fequet, (via teleconference)
Councillor B. Hendriksen,
Councillor C. McGurk, (12:10 p.m.)
Councillor T. McLennan,
Councillor S. Payne, and
Councillor R. Warburton.

The following members of Administration staff were in attendance:

S. Bassi-Kellett,
C. Caljouw,
C. MacLean,
W. Newton,
K. Thistle,
C. White,
G. White,
S. Woodward, and
S. Jovic.

<u>Item</u>	<u>Description</u>
1.	(For Information Only) Mayor Alty read the Opening Statement.
2.	(For Information Only) Councillor Cochrane and Councillor McGurk declared conflict of interest with item No. 6 on the agenda, a memorandum regarding whether to amend Tax Administration By-law No. 4207, as amended, to exempt the Makerspace YK's properties at 100 - 5001 Forrest Drive (Units 9-12, Plan 4655) from property taxation., as they are board members of the Makerspace YK.



(For Information Only)

3. Committee discussed the Housing Accelerator Fund application process. Administration noted that in the Federal Budget 2022 they announced \$4 billion in funding to launch the Housing Accelerator Fund. Administration further noted that the Fund is an application-based program with 1 application window in 2023. Administration noted that the program is intended to drive transformational change within the sphere of control of the local government regarding land use planning and development approvals. Administration further noted that the Fund's objective is to accelerate the supply of housing across Canada, resulting in at least 100,000 more housing units permitted than would have occurred without the program. Administration stated that the Housing Accelerator Fund aims to support lasting changes that will improve housing supply for years to come. Administration stated that while the program is 2023-26 the impacts are expected to last 10 plus years in the community. Administration further stated that the Housing Accelerator Fund provides incentive funding to local governments to boost housing supply across Canada. Administration noted that there is a short application window once the client portal opens for application intake.

Committee recommended that Council direct Administration to apply to the Housing Accelerator Fund (HAF) administered by Canadian Mortgage and Housing Corporation.

Committee noted that this matter will be discussed under New Business at that evening's Council Meeting.

(For Information Only)

4. Committee read a memorandum regarding whether to present By-law No. 5072, a by-law to open and name a roadway in Phase 2 of Engle Business District, for adoption.

Committee noted that Development of Phase 2 of the Engle Business District continues. Proper civic addresses will allow developers to have materials and equipment delivered without confusion and will ensure that emergency vehicles will be able to respond to emergencies without delay. When naming Engle Business District, Yellowknife City Council resolved to theme the subdivision after indigenous northern birds and name roadways within the subdivision after these birds. Roads within Phase 1 and 2 have already been named: Eagle Drive, Falcon Road, Kestrel Road, Owl Gate, and Merlin Road.

Committee noted that Council's policies, resolutions or goals include:
Motion #0097-07 That Council

1. Given that the Kam Lake bypass road is an extension of Deh Cho Boulevard, approve that the entire road be referred to as DEH CHO BOULEVARD;
2. Name the new Industrial Subdivision as the "Engle Business District";



3. Theme the Airport West Industrial Subdivision after indigenous northern birds and name roadways within the subdivision after these birds.

Street, Park & Trail Naming Procedure 260-S3, section 2:

Where street names in a neighbourhood or subdivision are based on a specific theme, the name of all new streets within the neighbourhood or subdivision shall be consistent with the theme.

Committee noted that applicable legislation, by-laws, studies or plans include:
Cities, Towns and Villages Act, SNWT 2003, c.22

Legislative

Section 86 of the *Cities, Towns and Villages Act* states that Council may, by by-law, provide for the naming or numbering of highways and the numbering of buildings.

Section 88 of the *Cities, Towns and Villages Act* states that Council may, by by-law, provide for the opening or closing of a road.

Section 88 of the *Cities, Towns and Villages Act* further states that prior to Third Reading to open, establish, close, widen, divert or dispose of a highway, Council shall cause public notice of the proposed by-law to be given at least two weeks in advance and hear any person claiming to be affected by the by-law who wishes to be heard.

Public Safety

Proper civic addresses will assist emergency response personnel in locating businesses within the municipality.

Consultation

Pursuant to the City's Street, Park, & Trail Naming Procedure, the Street, Park, & Trail Naming Committee, comprised of the City Clerk, Fire Chief, Manager of Planning and Lands, Director of Community Services and Director of Public Works and Engineering, met to discuss the naming of these roadways. Issues of configuration, public safety, addressing and history were all discussed in determining the recommendation presented for Council's consideration.

The Street, Park, & Trail Naming Committee is recommending that this road in Phase 2 of the Engle Business District be named after a predatory bird, in keeping with Phase 1 and 2, and note that the Northern Goshawk is a raptor found in the Northwest Territories.

In addition, Eagle Drive requires an extension to meet up with the new road.

Committee noted that when reviewing the list of potential street names, the Street, Park, & Trail Naming Committee took into consideration Council's motion to name the roads after indigenous northern birds. Phase 1 and 2 of the Engle Business District were named after



predatory birds of the Northwest Territories. It is therefore recommended that this road within Phase 2 remain in keeping as those roads in Phase 1 and 2, and be named after predatory birds of the Northwest Territories. In addition, Eagle Drive requires an extension to meet up with the new road.

Committee recommended that By-law No. 5072, a by-law to open and name a roadway in Phase 2 of Engle Business District as Goshawk Road, be presented for adoption.

5. Councillor Cochrane and McGurk declared conflict of interest and excused themselves from the meeting at 12:22 p.m.

(For Information Only)

6. Committee read a memorandum regarding whether to amend Tax Administration By-law No. 4207, as amended, to exempt the Makerspace YK's properties at 100 -5001 Forrest Drive (Units 9-12, Plan 4655) from property taxation.

Committee noted that on May 18, 2023, Makerspace YK (MSYK) submitted a tax exemption request for Units 9-12, Plan 4655.

MSYK is a registered society, incorporated under the *Societies Act of the Northwest Territories* in 2019. Its mandate is to build community around hands-on learning, shared space, and skill-building. MSYK currently operates three key spaces which are designed for use by members of the public: a woodshop (Shopspace), a multi-media art and event space (Artspace), and a digital fabrication laboratory (Hackspace).

The society had 34 members as of August 2022 and the membership numbers have not changed much as MSYK launched a pilot beta membership program in February 2023, and the current four- memberships tier option was rolled out in April 2023. They expect the membership numbers will increase once they roll out a membership drive and with more communications.

As of May 25, 2023, MSYK has provided orientations and training to 110 community members:

	Number of Members
Total Trained Users (Shopspace and Hackspace)	110
Shopspace Users	84
Hackspace Users	36
Artspace Users (most programs at Artspace do not require training)	15-30 weekly for beading circle and repair café programs.

In addition to regular services, MSYK has offered a variety of specialized workshops, as well as conventions and other events hosted by, or in collaboration with, other organizations.



Some of events brought in up to 100 people in a single day, for example, the Artist in Residence performances delivered in partnership with Folk on the Rocks in November 2022.

MSYK has eight volunteer board members who work together with volunteer community members to support the its operations. The total number of volunteers is about 18 and total volunteer hours are about 2,000 annually.

MSYK's financials are satisfactory, with sufficient grants to cover its expenditures for the last three fiscal years ended March 31, 2021 to March 31, 2023. According to its unaudited financial statements dated March 31, 2023, the majority of its revenues, totaling \$1 million, were from others orders of government and they accounted for 81% of the total revenues of \$1.3 million. These grants were to support the establishment of MSYK and the purchase of the building that it currently occupies. All grant funding ended March 31, 2023 or earlier. Moving forward, MSYK has to cover the majority of core operating expenses from membership and user fees, and the saving from facilities rentals, which cost over \$121,000 for the fiscal year ended March 31, 2023, as it now owns the properties.

According to its Executive Director, it will take at least this year for the organization to be more financially sustainable due to COVID-related issues that delayed the renovations for more than a year and subsequently delayed opening to the public.

Committee noted that Council's policies, resolutions or goals include:
Property Tax Exemption Criteria for Societies Policy (Council Motion # 0073-18)

Committee noted that applicable legislation, by-laws, studies or plans include:

1. *Property Assessment and Taxation Act*; and
2. Tax Administration By-law No. 4207, as amended.

Legislative

Property Tax exemptions are governed by the *Property Assessment and Taxation Act* (PATA), the City's Tax Administration By-law No. 4207, as amended, and Council's Property Tax Exemption Criteria for Societies Policy (Council Motion # 0073-18).

Section 4 of PATA identifies several types of properties exempted from taxation by virtue of ownership and/or land use. Section 74(1) grants Council the right to enact a By-law to exempt other properties that meet the criteria identified in Section 74(2); these criteria include land used by societies incorporated under the *Societies Act*. The City enacted Tax Administration By-law No. 4207 for this purpose and the By-law, as amended, lists organizations that are currently exempt from paying property taxes. Initially these exemptions were granted on a case-by-case basis without a standard set of criteria on which to base the evaluation, so in 2018 the Property Tax Exemption Criteria for Societies Policy was developed to improve transparency by establishing a set of common standards for evaluating tax exemption requests; it was adopted by Council in March of 2018.



Financial Considerations

The properties' current total assessed value is \$539,210, with an assessment class of 103, Commercial. Based on the final 2023 mill rates, the 2023 total tax levy for the properties is \$7,203.85 in municipal taxes and \$1,596.06 in school taxes, for a total of \$8,799.91.

If the requested tax exemption is granted, in 2023 the City will forgo \$7,203.85 in municipal tax revenue from this property, adding to the \$309,200 in exemptions already authorized for 2023 in the Tax Administration By-law and bringing the municipal tax exemption total to \$316,403.85, which represents 0.88% of the City's total tax revenue of \$35,814,000.

Committee noted that based on their application, MSYK meets the criteria set out in the Section 74(2) of *PATA* and included in the Property Tax Exemption Criteria for Societies Policy:

- a. *The organization must be a society incorporated under the Societies Act.*
MSYK is an incorporated society under the *Societies Act*.
- b. *The property must not be used as a residence.*
MSYK does not use the property as a residence.

Based on their application, MSYK also meets all the criteria identified by the City of Yellowknife and included in the Property Tax Exemption Criteria for Societies Policy:

- a. *The organization must be a non-profit organization in good standing with the Registrar of Societies and the City.*

MSYK's application states that it is a non-profit organization. MSYK is in good standing with the Registrar of Societies. As of June 2, 2023, its accounts with the City are current.

- a. *The organization must support a municipal purpose by providing:*
- b. *Social and community services to the General Public; or*

MSYK's applications states that "Its vision is to empower and provide a space for individuals to gain confidence, build practical skills and grow creatively so that we can build a stronger, more resilient, and vibrant community together. We deliver our mandate through programming and public access to our facility which houses a fully-outfitted wood workshop, digital fabrication space (Hackspace), and multimedia art and event space (Artspace)."

- a. *Arts and cultural activities of demonstrable benefit to the General Public and that can be reasonably considered to provide a unique extension of municipal arts and cultural services; or*

MSYK'S applications states that "it offers a wide range of skill-building activities and workshops. They include traditional crafts as well as woodworking, digital tools, and fine arts. We also plan to host a seasonal "Maker's Market" as a venue for artists, artisans and craftspeople to sell their work."



It also states that “MSYK is a space that brings together Yellowknife’s art and cultural community, offering a hub for learning, building, and practicing creative ventures. Our facility and programming together create new opportunities for Yellowknife’s local artists and craftspeople to practice, teach, collaborate and share their work.”

Under the Pillar 2 – Spaces and Places of the City of Yellowknife Arts & Culture Master Plan (September 2022), the report suggests “new spaces such as the Yellowknife tourist Centre and Makerspace YK also provide opportunities to explore for use by and for arts & culture.” The report recommends that the City “Explore formal partnership opportunities with existing non-City owner space (e.g. Makerspace YK), for City-led programming and/or to meet artist’s near-term needs. It also recommends that the City “Explore methods to incentivize private business to rent space to artists.”

- b. Recreational services to the General Public that can reasonably be considered an extension of municipal recreational services.*

The application does not address this criteria.

- c. The organization’s use of the property must provide services for and/or support to City residents without restriction.*

The MSYK application states “Generally our programs and services have no restrictions as we try to cater to as many groups as possible. For some programs, particularly those in the woodshops, there may be some age restrictions (14+, unless accompanied by a guardian) due to the high-risk nature of the equipment. Some programs and workshops may cost a fee, but we can offer sliding scale payment options for those who request it.”

- d. The organization’s use of the property must be consistent with municipal policies, plans, by-laws, codes and regulations.*

The City is not aware of any property use by MSYK that is inconsistent with municipal policies, plans, by-laws, codes and regulations.

- e. The organization must not disparage others.*

The MSYK application states that MSYK does not disparage others and “the key values of the organization include inclusivity to ensure all members of the community feel welcome and that the spaces/ programs are accessible”

- f. The organization must show evidence of ongoing, active volunteer involvement.*

The MSYK application states the organization has eight volunteer board members who work together with other volunteer community members to support its operations. The total number of volunteers is about 18 contributing approximately 2,000 volunteer hours annually.

- g. The organization must present proof of financial responsibility and accountability.*



The MSYK application included the financial statements for 2022 and 2023 and its filing with the Corporate Registry of Government of Northwest Territories was current as of March 31, 2022.

- h. The organization must own the property it is applying for property tax exemption on and operate on that property.*

MSYK owns and operates the properties on which the exemption is being sought.

Committee recommended that:

1. Council, pursuant to Section 74 of the *Property Assessment and Taxation Act (PATA)*; Section 15 of Tax Administration By-law No. 4207, as amended; and Council's Property Tax Exemption Criteria for Societies Policy, approve the request from the Makerspace YK for a property tax exemption for the land and improvements for Units 9-12, Plan 4655 (100 - 5001 Forrest Drive).
2. That By-law No. 5073, a by-law to amend Tax Administration By-law No. 4207, as amended, to exempt the Makerspace YK Units 9-12, Plan 4655 (100 - 5001 Forrest Drive) from property tax exemption, be presented for adoption.

(For Information Only)

7. Councillor Cochrane and McGurk returned to the meeting at 12:40 p.m.

(For Information Only)

8. Committee read a memorandum regarding whether to coordinate the next General Assessment in 2024.

Committee noted that the *Property Assessment and Taxation Act (PATA)* requires the City to maintain an Assessment Roll that records the assessed values of all properties within its boundaries. The Assessor updates this information on an ongoing basis using a variety of means including permitting data, visual observations, and site inspections.

PATA also requires that a General Assessment be conducted at least every ten years. During a General Assessment the Assessor must re-assess every property, using updated baseline information. This is a significant undertaking but ensures that assessed values remain current and consistent across the City.

Historically the City conducted General Assessments every four years, but due to the cost and workload attempted to reduce their frequency. This resulted in a seven-year span between the 2006 and 2013 General Assessments. During this time, significant changes occurred in the Kam Lake area and some parts of the Niven Lake neighbourhood, resulting in significant increases in the assessed land values of these properties and substantial property taxation increases for the impacted ratepayers. In reaction to this, Council directed Administration to "increase the frequency of General Assessments to every 5 years, pending annual budget deliberations and approval."



Accordingly, a General Assessment was conducted in 2018. It resulted in assessment updates across all properties and areas of the city, thus maintaining the consistency and fairness of both the assessed values and the resulting distribution of property tax responsibility.

In July of 2019 Council authorized Administration to enter into a ten-year contract for Assessment Services. This contract provides access to the services of two Assessment companies, and includes two General Assessments.

A General Assessment was anticipated in 2023, however the primary assessor is unable to complete the work this year. The City sought out services to complete the General Assessment from the secondary company but due to the short notice they are unavailable because of prior commitments. Administration also reached out to the Department of Municipal and Community Affairs within the Government of the Northwest Territories as they provide assessment services for all other tax-based communities in the territory, but they too are unable to provide resources to complete the General Assessment this year. Therefore, the next General Assessment will take place in 2024.

Committee noted that Council's policies, resolutions or goals include:

#0331-14 That Council direct Administration to increase the frequency of General Assessments to every 5 years, pending annual budget deliberations and approval.

Committee noted that applicable legislation, by-laws, studies or plans include:

1. *Property Assessment and Taxation Act* R.S.N.W.T. 1988, cP-10.

Legislative

The City's Program Authority Agreement for Property Assessment with the GNWT requires the City to collect and maintain assessment data for the City of Yellowknife, for the purposes of allocating property taxation responsibility, as specified in the *Property Assessment and Taxation Act*.

The *Property Assessment and Taxation Act* requires the City to conduct a General Assessment at least once every ten years.

Financial Considerations

Periodic General Assessments are required to ensure assessed values are based on current information and remain consistent across all property types and neighbourhoods. They do not impact the total property taxation revenue.

The existing services contract includes two General Assessments over the life of the contract. They can be undertaken in 2024 and 2028, with no financial impact.



- (For Information Only)
9. Committee read a memorandum regarding Procurement - 2022 Contract File Summary and Local Spending reports.

Committee noted that on May 24, 2016, Council Motion #0132-16 directed Administration to produce an annual report listing all contracts awarded. Administration also committed to bringing forward an annual report of local spending.

Contract File Summary

Appendix A contains a summary of the City's contract files handled through the Procurement Division in 2022. It provides basic information on the result of each contract file, including the procurement process used, the name of the contractor, the location of the contractor, a brief description of the goods or services that were acquired, and the total value of each resulting contract.

Local Spending

The report on local spending compares local spending to non-local spending for the twelve-year period from 2011 to 2022. For the purpose of this report, local companies are defined as those having a local presence in Yellowknife: they have offices or storefronts, employees, and generally participate in the local economy and conduct regular business in Yellowknife.

The City's Local Procurement Policy, adopted by Council on February 12, 2018, states that the City will target to spend at least 85% of its total annual expenditures locally. The City utilizes this policy to strategically target and increase spending with Yellowknife businesses. In 2022, local expenditures accounted for 88.18% of the City's total spending, which was a slight increase on the ratio of local expenditures (87.89%) in 2021.

The City of Yellowknife is unable to procure goods and services under the guidelines set forth in the GNWT's 'Business Incentive Policy', as this system of adjusting bids is a specific exclusion which the GNWT holds. It was grandfathered from the Agreement on Internal Trade, and has carried forward to the Canada Free Trade Agreement. There are common law legal risks associated with the disclosure and application of a local preference policy, and these risks increase along with the value of the procurement in question.

Methodology

The first step in the analysis of the data is to exclude all payroll, debt, and tax expenditures. Therefore, Workers' Safety and Compensation contributions, loan payments, pension fund contributions, health coverage contributions and school board tax allocations are totaled and shown in the Excluded column of the chart seen on page 3.

Goods and services that are not available in Yellowknife and have been procured from suppliers located outside Yellowknife are included as Non-local expenditures. These goods and services include but are not limited to: specialty vehicles and equipment; software maintenance and support; traffic light equipment; ice rink and swimming pool equipment



and maintenance; specialized consulting services, recruiting expenses; and chemicals used in municipal operations. These non-local expenditures also include many requests for goods and services which were posted as competitive bids (tenders or requests for proposals) open to the public, but for which the City did not receive successful bids from local suppliers.

Report Findings

Local vs Non-local Spending (2011-2022)

	Excluded	Local	Non-local	% Local
2011	\$16,567,843.84	\$36,825,603.67	\$6,469,733.37	85.06%
2012	\$13,290,922.45	\$43,706,456.95	\$7,767,149.46	84.91%
2013	\$18,673,512.57	\$42,684,472.40	\$5,464,015.04	88.65%
2014	\$17,563,875.40	\$49,207,822.77	\$30,365,194.84	61.84%
2015	\$19,844,106.87	\$29,194,215.49	\$14,178,374.29	67.31%
2016	\$21,572,942.20	\$35,399,837.50	\$7,083,328.39	83.33%
2017	\$18,320,555.40	\$44,628,494.29	\$7,191,647.19	86.12%
2018	\$18,347,649.95	\$39,200,229.82	\$5,168,195.77	88.35%
2019	\$19,340,813.38	\$33,725,115.90	\$5,009,772.27	87.07%
2020	\$19,844,599.17	\$34,286,543.02	\$5,501,893.59	86.17%
2021	\$19,832,792.77	\$34,627,814.59	\$4,769,374.51	87.89%
2022	\$20,085,429.67	\$44,899,618.95	\$6,018,691.49	88.18%

Analysis

Over the past twelve years, of the more than \$573,000,000 spent by the City of Yellowknife, over \$468,000,000, or 81.69%, was expended locally. From 2011 to 2013, and again from 2016 through 2022, the City's average level of local spending exceeded 85% in each and every year.

2014 and 2015 local spending percentages were lower than normal because they include large payments to the non-local vendor awarded the contract for the Water Treatment Plant. These numbers do not reflect the main contractor's expenditures on local sub-trades, so the actual level of local spending would have been somewhat higher than the stated ratio suggests.

Excluded and Non-Local

A more in-depth look at both Excluded and Non-local spending was requested (for future reports) by Council during discussion of the 2016 report.

Excluded

As noted above, these expenditures are excluded from the Local Spending analysis:



2022 Excluded Items

Receiver General	\$20,439.75	Manulife	\$21,641.59
TD Canada Trust	\$3,447,192.39	City YK Employee Rec	\$11,802.89
WSSC	\$580,400.00	PSAC Social Justice Fund	\$2,730.75
NEBS Group Insurance	\$1,335,032.30	NEBS Pension Fund	\$3,218,590.42
YK Sep. Education Dist.	\$4,628,599.52	YK Education District 1	\$6,819,000.06

Payroll expenditures are not included as the purpose of the report is to show how the City spends discretionary funds processed through its payables system. Payroll related expenses (health benefits, union dues and pension allotments) are also excluded from the report because, even though they are processed through the City's payables system, they are considered employee costs and therefore not discretionary. However, if these payroll expenses are considered discretionary spending, the total local spending increases to \$50,090,256.65 , and the local spending ratio rises to 89.27%.

Non-Local

The chart below identifies some of the significant expenditures included in the \$6.02 million of non-local spending on products or services not available locally. These total \$3,248,570.13. If these items are removed from the original analysis, the total value of non-local spending drops to \$2,770,121.36, and the local spending ratio increases to 94.19%.

2022 Spending on Goods or Services Not Available Locally

Chemicals	\$145,260.77	Specialized Equipment	\$475,995.70
Specialized Services	\$832,462.70	Ice Rink & Pool Equipment/Maint.	\$509,222.41
IT Services/Software	\$1,094,398.08	Firefighting Equipment	\$191,230.47

If the payroll related expenses identified above are included, AND the expenditures on goods or services not available locally are removed from the analysis, the local spending ratio increases to 94.76%.

Committee noted that Council's policies, resolutions or goals include:

Council Goal: Delivering efficient and accountable government

Council Goal: Growing and diversifying our economy

Council Motion #0132-16 That Administration be directed to produce an annual report listing all contracts awarded.

Local Procurement Policy

(For Information Only)

2. Committee accepted for information a memorandum regarding Water and Sewer Rates Review Public Consultation.



Committee noted that the City of Yellowknife's water and sewer services rate structure has been in place since the 1990's and no longer reflects the complexities of current service delivery realities.

This became particularly apparent in late 2016 when a new water delivery service contract unexpectedly resulted in substantial increases in charges incurred by commercial users on trucked services. In response, in early 2017 Council directed Administration to undertake an analysis of water rates and bring forward recommendations, and to adjust bulk rate charges for high volume users of trucked services until the recommendations were presented.

The bulk rate changes were implemented at that time, and remain in effect. However, COVID and capacity challenges delayed the analysis until 2021, at which time the City used a competitive bidding process to select and engage InterGroup Consultants to review and analyse the City's water and sewer utility rate structure and to provide recommendations for adjustments in the context of industry best practices.

The process stalled briefly in 2022, but has recently resumed and is now at the public consultation stage. To this end, InterGroup analysts will be meeting with key stakeholders to obtain their feedback and working with the City's communications team to obtain resident feedback to through the PlaceSpeak engagement tool.

The three-week consultation period will run from June 12th, 2023 to July 4th, 2023, with the goal of providing the final report and recommendations to Council in the fall of 2023.

Committee noted that Council's policies, resolutions or goals include:

#0058-17

That Council direct Administration:

1. To undertake an analysis of water rates within the context of Council's priorities (Community Sustainability and Strengthen and Diversify the Economy) and return prior to the end of 2017 with analysis on the financial implications and recommendations going forward.
2. To, in the interim, charge the "bulk rate" as prescribed in the Fees and Charges By-law for water consumption above 15,000 litres for customers on trucked water with adjustments retroactive to January 1, 2017 until a full analysis of trucked water rates and recommendations is presented.

Committee noted that applicable legislation, by-laws, studies or plans include:

1. Fees and Charges By-law No. 4436, as amended.
2. Water and Sewer Services By-law No. 4436, as amended.

(For Information Only)

10. Councillor Arden-Smith moved,
Councillor Cochrane seconded,



That Committee move in camera at 1:00 p.m. to discuss a memorandum regarding whether to appoint someone to fill a vacant position on the Audit Committee.

MOTION CARRIED UNANIMOUSLY

(For Information Only)

11. Committee discussed a memorandum regarding whether to appoint someone to fill a vacant position on the Audit Committee.

(For Information Only)

12. Councillor Arden-Smith moved,
Councillor Hendriksen seconded,

That Committee return to an open meeting at 1:02 p.m.

MOTION CARRIED UNANIMOUSLY

13. **Committee read a memorandum regarding whether to appoint someone to fill a vacant position on the Audit Committee.**

Committee noted that there is a vacancy on the Audit Committee.

It is the practice of the City to advertise all committee vacancies. The City advertised the vacancy, specifying that it be filled by a member of the community with considerable experience in the operation and management of a large entity in the City's newsletter and the City's website.

Committee noted that Council's policies, resolutions or goals include:

Council Goal #2 Delivering efficient and accountable government.

Motion #0459-96: "The following policy be adopted with respect to appointments to municipal boards and committees:

- i) The maximum consecutive years that an individual may serve on any one board or committee is six.
- ii) Individuals who have served the maximum six-year period on one municipal board or committee shall be eligible to be appointed to another board or committee.
- iii) No individual shall be precluded from serving concurrent terms on more than one municipal board or committee.
- iv) Notwithstanding that an individual appointee has served less than six years on a particular board or committee, Council may, after the expiration of the first or subsequent terms of that appointee, advertise for applicants to fill a vacancy on that board or committee.



- v) Notwithstanding clause (i.) of this policy, should the City receive no applications to fill a vacancy on any particular board or committee, the six year maximum limitation may, at the discretion of City Council, be waived.

Committee noted that applicable legislation, by-laws, studies or plans include:

1. *Cities, Towns and Villages Act*, and
2. Audit Committee By-law No. 4217, as amended.

Consistency

The Audit Committee has recommended staggered terms for Committee members.

Legislation

Audit Committee By-law No. 4127 requires outside members to reside in Yellowknife and be independent from City Council, management, auditors, legal counsel and major contractors. Section 4.a.ii(4) states that the currently vacant position must be filled by a member of the community with considerable experience in the operation and management of a large entity.

Procedural Considerations

The Audit Committee helps to enhance the auditor's real and perceived independence by providing an intermediary link between the auditor and Council. The Audit Committee limits the reliance Council must place on the technical expertise of the independent auditor.

Committee noted that the Audit Committee is intended to function with a full complement of six members. Having the term of a new member expire in three years will conform to the staggered term recommendation.

Committee recommends that Council appoint Nathan Ensing, a member of the community with considerable experience in the operation and management of a large entity, pursuant to Audit Committee By-law No. 4127, to serve on the City of Yellowknife (City) Audit Committee for a three-year term commencing June 27, 2023 and ending June 26, 2026.

MOVE APPROVAL

14. The meeting adjourned at 1:02 p.m.



CITY OF YELLOWKNIFE

GOVERNANCE AND PRIORITIES COMMITTEE REPORT

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

Report of a meeting held on Monday, June 19, 2023 at 12:05 p.m. in the City Hall Council Chamber. The following Committee members were in attendance:

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

The following members of Administration staff were in attendance:

S. Bassi-Kellett,
C. Caljouw,
S. Hove,
C. MacLean,
W. Newton,
K. Thistle,
C. White,
G. White, and
S. Jovic.

<u>Item</u>	<u>Description</u>
1.	(For Information Only) Mayor Alty read the Opening Statement.
2.	(For Information Only) There were no disclosures of pecuniary interest.
3.	(For Information Only) Committee discussed timing of GPC/Council Packages. Committee noted that on April 24, 2023, Council passed a motion directing Administration to consider changing the timing of distribution of meeting materials to be sent out farther in advance to give Council time to



review material in advance of a meeting. Committee further noted that Council had concern regarding current processes for distribution of meeting material. Committee noted that Council Members expressed a desire for time to read, review, research and address questions arising from material released the weekend before the meeting and to give the public more opportunity to speak to Council or reach out to members based on agenda. Committee noted that extending current process and timelines means not only extending timelines for decisions by at least a week, but means increasing Administration lead time on bringing issues to Council. Committee further noted that there are tools available if Council feels they need more time on any issue.

Committee resolved to maintain status quo with respect to timing of GPC/Council packages.

4. **Committee read a memorandum regarding whether to approve the 2023-2026 Council Strategic Directions.**

Committee noted that 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.

Committee noted that applicable legislation, by-laws, studies or plans include:
Council's Goals & Objectives 2019-2022

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	"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



	<p>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> <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.</p>
Bicycle lanes Multi modal transportation	<p>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</p>



	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.
<p>Infill</p> <p>Tin Can Hill</p> <p>Natural green spaces</p>	<p>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.</p> <p>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.</p> <p>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.</p>
<p>Substance Abuse issues</p> <p>Homelessness</p> <p>Tin Can Hill</p>	<p>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.</p> <p>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.</p> <p>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.</p>
<p>Social Issues</p> <p>Clear goals/initiatives</p>	<p>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.</p> <p>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?</p>

Implementation

Once the Strategic Directions are finalized and approved in final form 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.

Committee noted that 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.

Committee suggested several amendments and left it with Administration to finalize.



In response to question from the Committee, Administration undertook to provide information whether the 2023 targets, as recommended in their Trail Enhancement and Connectivity Strategy (2018), have been achieved.

Committee recommends that Council approve the 2023-2026 Council Strategic Directions.

MOVE APPROVAL

5. **Committee discussed the Access for All Policy.**

Committee noted that on April 24, 2023, Council tabled a motion to adopt Access for All Policy. Committee further noted that on June 12, 2023 Council removed a motion from table and referred Access for All Policy to the Governance and Priorities Committee for discussion. Committee noted that if the City of Yellowknife (the City) is striving to ensure the participation of ALL Yellowknife residents in recreation and transit services regardless of their personal financial constraints they believe that the City must expand Access for All Program. Committee further noted that the current income cut off is too low and leaves some residents unable to participate. Committee noted that by raising the income cut off more residents would be able to live healthy lifestyles by engaging in sports and recreation, get around our community in a sustainable manner and ensure the Access for All Program achieves its stated goals.

Committee requested that the household income cut off to be eligible for Access for All be changed to the Low Income Measure (LIM) from the Northwest Territories Market Based Measure (NMBM); that household income be changed to net income from gross income; and the time period for the Access for All Program be extended from 24 months to 36 months.

(For Information Only)

6. Committee recessed at 1:34 p.m. and reconvened at 1:45 p.m.

(For Information Only)

7. Committee continued its discussion regarding the Access for All Policy.

Committee recommended that the Policy be amended as follows:

1. "Access for All Program" definition - means **three years** of an annual Transit Pass and three years of an annual Individual or Family Flexi Pass provided free of charge to Yellowknife residents who qualify under this Policy;
2. That the definition section be changed from "Northwest Territories Market Basket Measure Threshold" to the "**Yellowknife Low Income Measure**";
3. Section 4.1.1.a - The applicant's household income is at or below the applicable **Yellowknife Low Income Measure threshold** for the number of people in the household;
4. Section 4.1.2 - In this Policy, household income is determined by adding together all **net income**, as set out in the Notice of Assessment(s) from the Canada Revenue



Agency, for the year immediately preceding the application for all household members over the age of 18.

5. Section 4.2.4 - Access for All passes are valid for **36 months**; after which time, a resident must reapply.

Committee recommends that a revised Access for All Policy be brought forward to Council on July 24, 2023 for adoption to allow members that will be absent from the next Council meeting on June 26, 2023 to participate in discussion.

MOVE APPROVAL

(For Information Only)

8. Councillor Arden-Smith moved,
Councillor Fequet seconded,

That Committee move in camera at 2:00 p.m. to discuss a personnel matter.

MOTION CARRIED UNANIMOUSLY

(For Information Only)

9. Committee discussed a personnel matter.
10. Councillor Arden-Smith moved,
Councillor Hendriksen seconded,

That, pursuant to Section 118 (11) of Council Procedures By-law No. 4975 the meeting be extended beyond three (3) hours.

(For Information Only)

11. Councillor Arden-Smith moved,
Councillor Payne seconded,

That Committee return to an open meeting at 3:03 p.m.

MOTION CARRIED UNANIMOUSLY

(For Information Only)

12. There was no business arising from the in camera session.
13. The meeting adjourned at 3:03 p.m.

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.**

This document is not meant to provide specific actions and outcomes. Council's Strategic Directions provide the City and residents with an overview of Council's strategic directions, and the principles that guide its work over the course of our 2022-2026 Council term.



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.

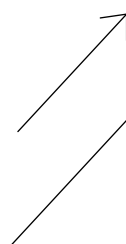
Council will provide leadership, vision and direction in responding to the needs and aspirations of the community by working cooperatively with staff and residents to provide municipal infrastructure, programs and services that are environmentally, socially, and fiscally responsible.

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.



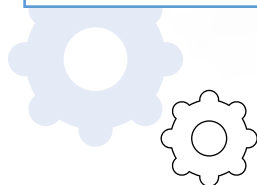
Engagement

The City is committed to meaningful participation and collaboration.



Reliable Services

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

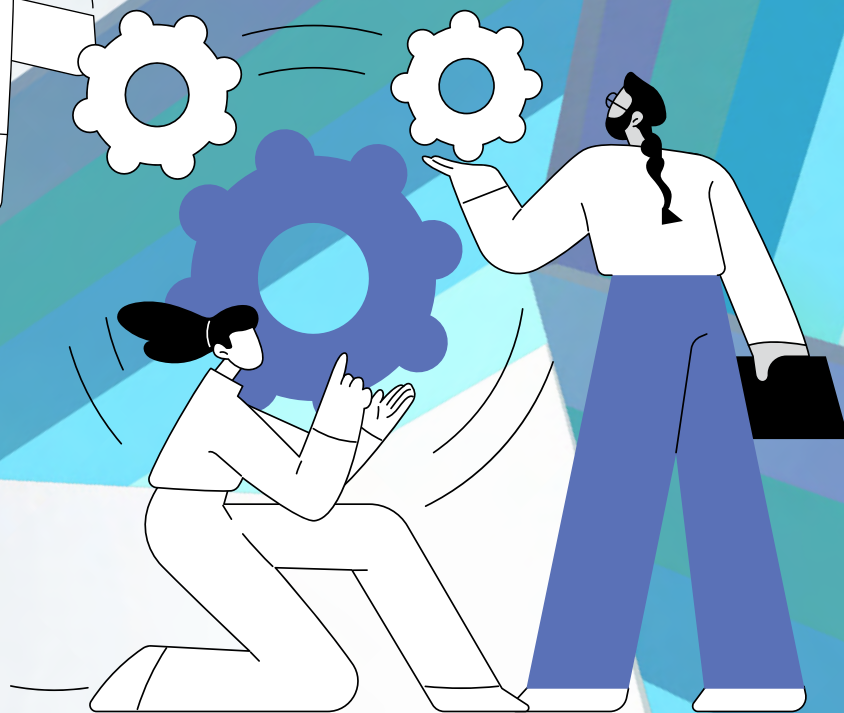


CITY OF YELLOWKNIFE

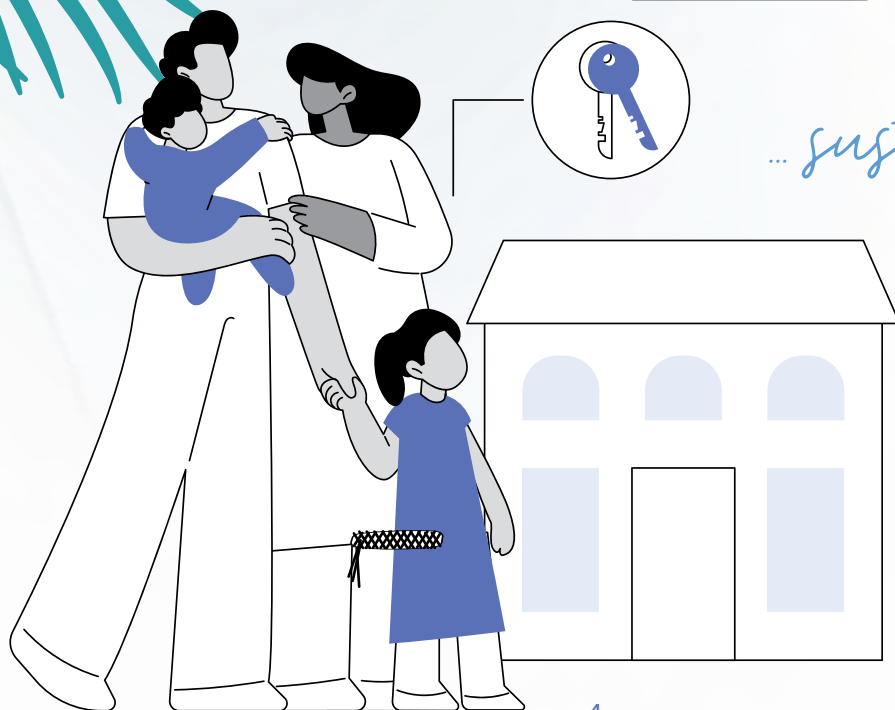
people first...



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 residents to participate in the social fabric and physical space 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

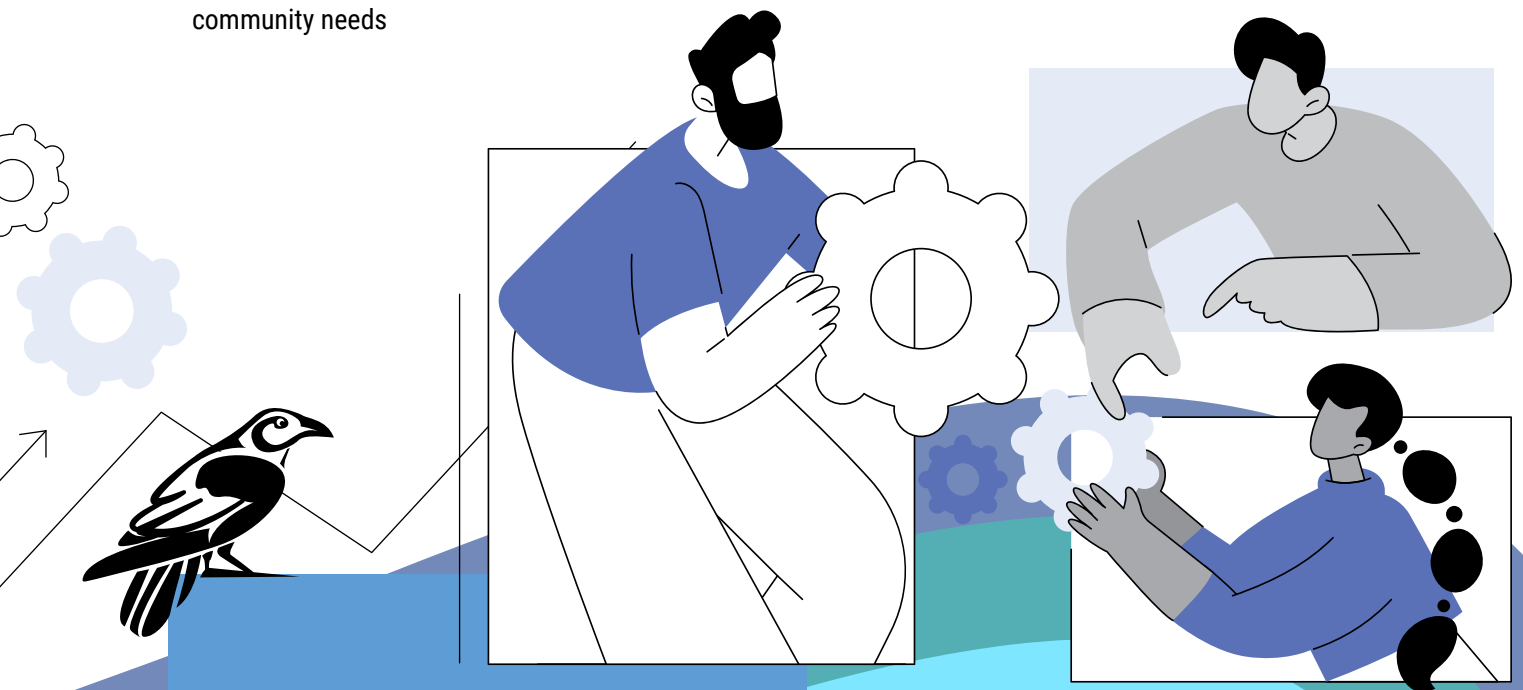
Planning, implementing and maintaining assets to reliably, safely and cost effectively deliver services for current and future community needs

Capacity

Balancing service levels with human and fiscal resources

Organizational Culture

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

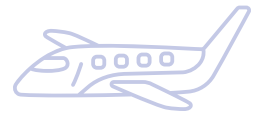


KEY INITIATIVES

- 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

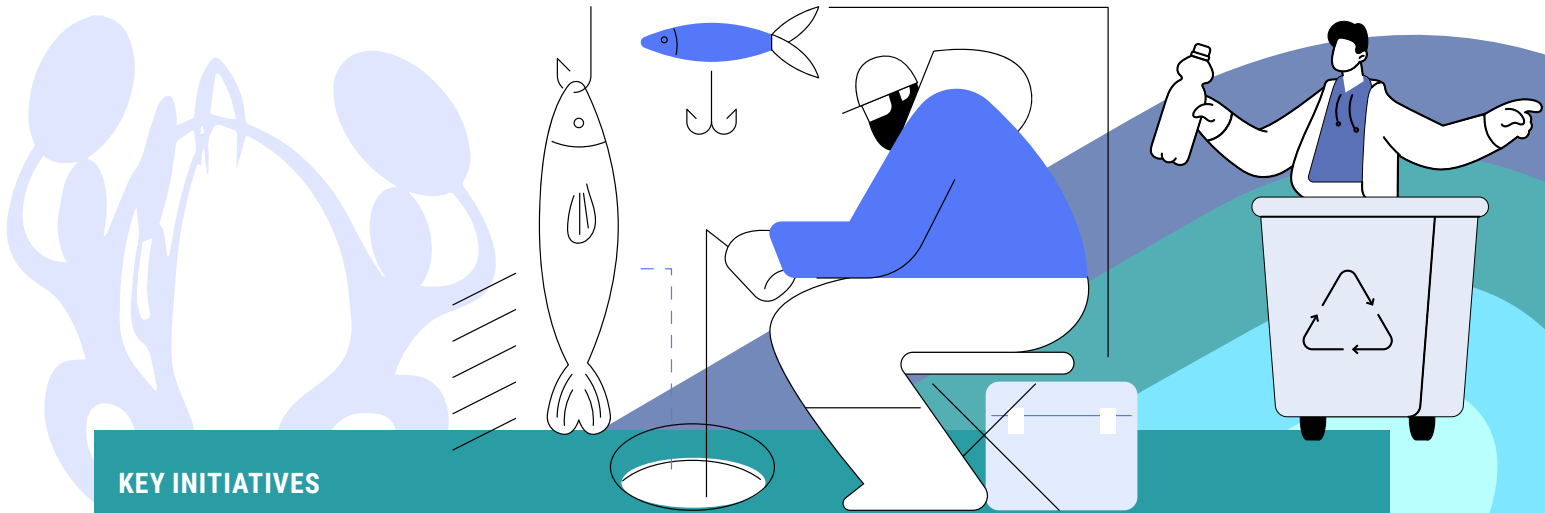
Enhancing Yellowknife as a great place to live, visit, work and play now and into the future

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 accommodation 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**



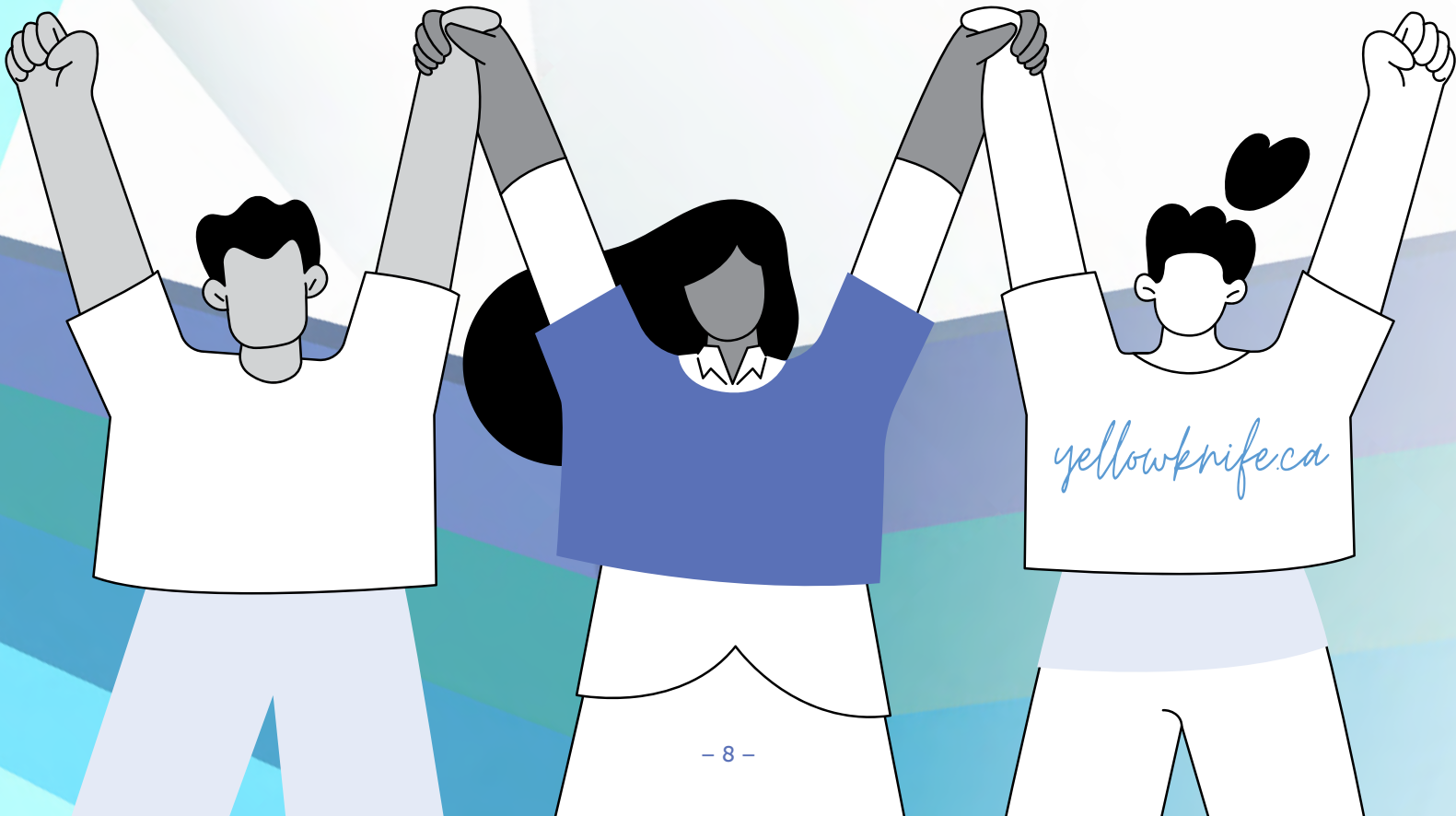
Adjusting to CHANGE

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





CITY OF YELLOWKNIFE

BY-LAW NO. 5072

BH 195

A BY-LAW of the Council of the Municipal Corporation of the City of Yellowknife in the Northwest Territories, to officially open and name a municipal roadway within the City of Yellowknife.

PURSUANT TO SECTIONS 86 and 88 of the *Cities, Towns and Villages Act*, S.N.W.T., 2003, c.22.

WHEREAS it is desirable to open and name streets within the Municipal boundaries of the City of Yellowknife and to name them after indigenous northern birds within the Engle Business District;

NOW, THEREFORE, THE COUNCIL OF THE MUNICIPAL CORPORATION OF THE CITY OF YELLOWKNIFE, in regular sessions duly assembled, enacts as follows:

APPLICATION

1. That the roadways identified on Schedule A attached to and forming part of this by-law, be officially opened and named:

Goshawk Road

That the roadway identified in orange on Schedule A attached to this by-law be named Goshawk Road;

Eagle Drive

That Eagle Drive be extended as identified on Schedule A attached to this by-law.

EFFECT

2. That this by-law shall come into effect upon receiving Third Reading and otherwise meets the requirements of Section 75 of the *Cities, Towns and Villages Act*.

Read a First time this _____ day of _____, A.D. 2023.

Mayor

City Manager

Read a Second Time this _____ day of _____, A.D. 2023.

Mayor

City Manager

Read a Third Time and Finally Passed this _____ day of _____, A.D., 2023.

Mayor

City Manager

I hereby certify that this by-law has been made in accordance with the requirements of the *Cities, Towns and Villages Act* and the by-laws of the Municipal Corporation of the City of Yellowknife.

City Manager



Layer

Roads To Be Named

- Goshawk Road
- Eagle Drive Extension



CITY OF YELLOWKNIFE

PROJECT: Road Naming: Goshawk Road	SCALE: 1:4,500	CREATED BY: GT
	FILE: 2023_Goshawk_Road	
TITLE: By-Law No. 5072- Schedule A	DATE: June 14, 2023	



CITY OF YELLOWKNIFE

BY-LAW NO. 5073

BM 444

A BY-LAW of the Council of the Municipal Corporation of the City of Yellowknife in the Northwest Territories, to amend By-law No. 4207, as amended, which provides for the exemption of certain properties from taxes.

PURSUANT TO Section 74 of the *Property Assessment and Taxation Act, RSNWT 1988, c. P-10*;

WHEREAS the Council of the Municipal Corporation of the City of Yellowknife wishes to amend Tax Administration By-law No. 4207;

NOW, THEREFORE, THE COUNCIL OF THE MUNICIPAL CORPORATION OF THE CITY OF YELLOWKNIFE, in regular sessions duly assembled, enacts as follows:

APPLICATION

1. That By-law No. 4207, The Tax Administration By-law, Section 15 be amended by adding the following:

J) Makerspace YK: Units 9-12, Plan 4655.

EFFECT

2. That this by-law shall come into effect upon receiving Third Reading and otherwise meets the requirements of Section 75 of the *Cities, Towns and Villages Act*.

Read a First time this _____ day of _____, A.D. 2023.

Mayor

City Manager

Read a Second Time this _____ day of _____, A.D. 2023

Mayor

City Manager

Read a Third Time and Finally Passed this _____ day of _____, A.D., 2023.

Mayor

City Manager

I hereby certify that this by-law has been made in accordance with the requirements of the *Cities, Towns and Villages Act* and the by-laws of the Municipal Corporation of the City of Yellowknife.

City Manager