



CITY OF YELLOWKNIFE

GOVERNANCE AND PRIORITIES COMMITTEE AGENDA

Monday, August 14, 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 memorandum regarding whether to include and prioritise proposed budget initiatives submitted by Council members.
ANNEX B	
5.	A memorandum regarding whether to endorse the six (6) Priority Actions within the Implementation Plan for 2023 and 2024.
ANNEX C	
6.	A discussion regarding Access for All.



CITY OF YELLOWKNIFE

MEMORANDUM TO COMMITTEE

COMMITTEE: Governance and Priorities

DATE: August 14, 2023

DEPARTMENT: Corporate Services

ISSUE: Whether to include and prioritise proposed budget initiatives submitted by Council members.

RECOMMENDATION:

That Council:

1. Confirm for inclusion in draft Budget 2024, and if included, prioritise the proposed budget initiatives submitted by Council members; and
2. Direct Administration to cost out the prioritised initiatives.

BACKGROUND:

As part of the Budget 2024 process, Council members were invited to submit their proposed initiatives for Budget 2024 by Friday August 4th. Administration has received and compiled the attached list of initiatives for review and prioritisation by Committee, and is now asking Committee to identify which initiatives should be included, in what priority and then costed out for inclusion in draft Budget 2024.

COUNCIL STRATEGIC DIRECTION/RESOLUTION/POLICY:

Strategic Direction #1: People First

Focus Area 1.3 Liveable Community

Supporting all residents to participate in the social fabric and physical space of our community.

Strategic Direction #2: Service Excellence

Focus Area 2.1 Asset Management

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

Focus Area 2.2 Capacity
Balancing service levels with human and fiscal resources.

Strategic Direction #3: Sustainable Future

Focus Area 3.1 Resilient Future
Enhancing Yellowknife as a great place to live, visit, work and play now and into the future.

Focus Area 3.2 Growth Readiness
Ensuring land development supports economic readiness and community priorities.

Focus Area 3.3 Robust Economy
Doing our part to stimulate and amplify economic development opportunities.

Policy City of Yellowknife Budget Policy

APPLICABLE LEGISLATION, BY-LAWS, STUDIES, PLANS:

1. *Cities, Towns and Villages Act* S.N.W.T. 2003, c22

CONSIDERATIONS:

Legislative

The *Cities, Towns and Villages Act* (CTV Act) stipulates that Council must adopt a balanced budget in advance of each fiscal year, and that the budget must include estimates of all anticipated expenditures and revenues.

Policy

Council's Budget Policy defines a clear and sustainable framework for prudent financial management of the City's resources. It stipulates that the City should prepare a three-year budget that is consistent with Council's goals and objectives, reflective of stakeholders' needs, based on best practises, and in compliance with all applicable legislation and related by-laws.

Financial Considerations

Budget 2023 identified anticipated property tax increases of 10.45% in 2024 and 7.45% in 2025. An increase in budget initiatives will increase Capital and/or annual operating costs in draft Budget 2024, which will have an impact on property tax projections for 2024 and beyond: current calculations estimate that each \$350,000 increase in annual operating expenditures will require a 1% increase in property taxation revenues.

Comparative Information

Seeking input from Council members is consistent with budget processes in all municipalities across Canada.

ALTERNATIVES TO RECOMMENDATION:

That Council does not endorse the proposed budget initiatives.

RATIONALE:

Council is a key stakeholder in the budget process and seeking Council input ensures effective participatory budgeting and delivery of the 2023 – 2026 Council Strategic Directions namely, People First, Service Excellence, and Sustainable Future.

ATTACHMENTS:

List of Initiatives (DM #740966).

Prepared: August 4, 2023; SH/SW

Revised:

Budget 2024

Suggestions for Inclusion in Draft Budget from Council Members

ITEM	COUNCIL MEMBER DESCRIPTION	2024 \$	2025/ON-GOING \$	PYs	COUNCIL PRIORITY?	COMMENTS FROM ADMINISTRATION
		ADDITIONAL BUDGET ITEM SUGGESTIONS				
Increased Staffing levels for Planning & Development	Increase in staffing to accelerate turn-around time Fund through Housing Accelerator Fund if we are successful in obtaining but if not, include in Budget 2024	-	ongoing	2		<i>Draft Budget 2024 currently includes 2 Planning PYs for Planning & Development department</i>
Area Development Plans for Kam Lake 2.0	To ensure the project gets completed in 2024, ... include funding to get it done. It's been on the back burner since 2021	\$100,000*	-			<i>*\$100K Land Dev Fund (Not General Fund) - Consultant costs</i> <i>Given steps included in undertaking/ completing an ADP (incl public consultation) timeframe will be closer to 2025</i>
YK Street Outreach	Direct administration to review the current program, and come back with recommendations to improve the program including costing. With program improvement recommendations and costing Explore options for billing for medical use <i>(not an option – CM: too many barriers, non-ins health benefits don't pay for it)</i> expanded Street Outreach Program (working on pulling together exacts numbers in the coming days/weeks)	\$100,000 Consultant costs	ongoing			<i>Need consensus from Council on what action is being proposed</i> <i>Collaboration with GNWT will be required</i> <i>Best practices for street outreach include social worker/ substance abuse clinician resources</i>

ITEM	COUNCIL MEMBER DESCRIPTION	2024 \$	2025/ON-GOING \$	PYs	COUNCIL PRIORITY?	COMMENTS FROM ADMINISTRATION
	Look at contract changes needed to include a paramedic in the street outreach van on a multi-year funding approach. Ideally structure contract in a way that service would meet criteria as an "ambulance" allowing integration into the 911 system and billing of service calls to higher levels of government as we currently do with our ambulance service. Approach would also possibly reduce call volume to our fire hall while improving outcomes for vulnerable population.	"\$2M"				
Bike Racks at the FieldHouse	While there are a significant number of racks outside the Multi-plex there is only one sad little rack outside the fieldhouse. During the summer this results with many bikes being locked to signage and in the path of pedestrians.	\$10,000	Ongoing asset management/ maintenance costs			<i>Alternative is to reallocate racks from other facilities</i>
Bike racks at all City facilities	City facilities all have parking spaces, but no bike racks for employees or visitors to store a bike if they chose to ride. Access to secure bike storage / racks is the first requirement and need before people consider different modes of transit.	-	Ongoing asset management/ maintenance costs			<i>YKFD – bike rack in the back currently</i> <i>Non public facilities – bike racks exist and/or staff bring their bikes inside (SWF, PW Garage, WTP, Parks Garage)</i> <i>Additional bike racks are in the work queue, Community Services has been redeployed a number of times to deal with emergencies.</i>
Increased Transit Accessibility	What would be the cost of the following and are they included in the Transit Realignment Plan:		ongoing			<i>YK Transit Realign is in progress based on fulsome analysis of our transit system and as approved by Council in 2020. Changing/adjusting</i>

ITEM	COUNCIL MEMBER DESCRIPTION	2024 \$	2025/ON-GOING \$	PYs	COUNCIL PRIORITY?	COMMENTS FROM ADMINISTRATION
	<ul style="list-style-type: none"> Extended hours of YATS to 10pm and for operations on weekends and holidays A second YATS bus (will new buses as part of Realign help with this?) Extended regular bus service until 10pm and ensure operations on weekends and holidays 					<p><i>directions is a huge undertaking.</i></p> <p>https://www.yellowknife.ca/en/city-government/resources/Reports/Public-Works/Yellowknife-Transit-Service-Review-Report-FINAL-March-24-2020.pdf</p> <p><i>YK Transit Realign includes an entire fleet of accessible busses. In the interim, current data does not support the need for an additional YATS bus.</i></p>
GROW Water Subsidy	Action 2.1.3 or the GROW implementation plan. This is to establish a water subsidy in order to support commercial and community agricultural viability.	\$_____	ongoing			<i>For discussion during water rates discussion</i>
Art Gallery Funding	Included as part of the governance structure for the Visitors Centre.	\$40,000	ongoing			<i>Proposed Budget amount includes costs for curating shows and paying artists annually</i>
Hotel Levy/DMO	Budget from the General Fund to start the DMO – to get set up and hire staff - before the City has adequate revenues from the Accommodation Levy.	\$_____				<p><i>There is considerable risk to this, given it presumes Council will approve the bylaw for the Accommodation Levy, with stakeholder support.</i></p> <p><i>Recommended approach would be to support setting up the DMO and funding it prior to Accommodation levy revenues being available, subject to bylaw approval.</i></p>
Aquatic Centre Staffing	A question generally for budget time, not for now, but what do we need to be doing and what resources we do we need now so that we have appropriate staffing for the pool? Do we need clinics, get GNWT to drop the age for a lifeguard to 15 years of	-	-			<i>PYs and O&M already included in the 2024 budget estimates and ongoing. Recruitment efforts ramping up in 2024</i>

ITEM	COUNCIL MEMBER DESCRIPTION	2024 \$	2025/ON-GOING \$	PYs	COUNCIL PRIORITY?	COMMENTS FROM ADMINISTRATION
	age (Ontario recently changed their regs to allow this).					<i>Administration is advised that dropping the age is not possible given National Lifeguard criteria require individuals to be 16 yo.</i>
Arctic Inspiration Prize	Redirect requests for support to Community Grants process	-	-			
Outdoor facilities	What can we do differently with park maintenance, sports and field maintenance, lawn maintenance generally that can reduce overall costs... i.e. mowing less frequently, replacing grass with clover ground cover or wildflowers? small things that add up over time and allow a re-balancing or reduction of resources.		ongoing			<p><i>Prior decision of Council to reduce the CS casual budget by \$100,000 – which was 6 summer students (2019).</i></p> <p><i>Focus on the service levels and then resources can align with approved service levels.</i></p> <p><i>N.B. Service levels are for *typical* conditions. Every emergency/evacuation redirects CS staff, along with vandalism, which has been time-consuming and costly.</i></p>
Design standards for City streets	I'd like to see costing for admin or a contractor to provide design standards so next time we pave a street or fix a sidewalk this is now just procedural and not a street by street debate.	\$100,000				<p><i>New road/sidewalk standards are included in Design Standards on website (S. 3.11)</i></p> <p><i>Consultant resources to complete</i></p> <p><i>N.B., The standards we have are design standards so the application to existing streets must include a number of factors, including existing street width - . New streets apply the new standards.</i></p>
Service Level Standards	Certainty of service, even if the timelines are not necessarily short, creates the ability to actually plan and budget where the current process makes detailed planning and budgeting essentially impossible. Start	\$_____				<i>Advancing service level documentation and confirming standards is in progress with some resources included in Budget 2024 for consulting support.</i>

ITEM	COUNCIL MEMBER DESCRIPTION	2024 \$	2025/ON-GOING \$	PYs	COUNCIL PRIORITY?	COMMENTS FROM ADMINISTRATION
	with Planning & Lands, Public Works and any other public facing departments dealing with contracts, permitting and licensing.					
Wildfire Funding	When will we receive the DMAF funding? If we are uncertain as to when, or if it won't be until late 2024 I would like to see some money in the budget to complete some fire smarting in 2024	TBD	Ongoing maintenance of fire breaks			<p><i>\$20M for the NWT communities over 7 years through the NWT proposal to DMAF. Out of this, Yellowknife's notional allocation is \$2.354M.</i></p> <p><i>Council approved the expenditure of funds on an emergency basis for wildfire mitigation/risk reduction within the municipal boundary on Aug 8, 2023</i></p>
		COST NEUTRAL SUGGESTIONS (WOULD REQUIRE STAFF TIME/CAPACITY AND PRIORITIZATION IN WORKPLAN 2024)				
Recreation Drop in Programs and Summer/Sport Camps	provide cost for running city camps, and cost recovery for these camps - reducing the subsidization for camps and move to a full cost recovery model	-				<i>Council's policy, as per the Fees & Charges Bylaw, has been to subsidize youth recreation and sport by 50%; all fees and charges are based on this.</i>
Arbour	I know in past budget years there was inclusion for future development of a new Arbour at a cost of \$250,000. Do we need given arbour is planned at Wiiliideh site?	-				<i>Arbour has been planned as part of indigenizing space in Yellowknife, to provide a predominantly indigenous civic building. Discussions are underway with De'tonCho. Budget costs to be confirmed, not \$250K</i>
Staffing	Last year we discussed the assumed vacancy rate and hoped we could fill most positions this year. This has clearly continued to be an issue.	-	ongoing			<i>Some new PYs are proposed in Budget 2024</i>

ITEM	COUNCIL MEMBER DESCRIPTION	2024 \$	2025/ON-GOING \$	PYs	COUNCIL PRIORITY?	COMMENTS FROM ADMINISTRATION
Homelessness Employment Program	Assess whether we're achieving what we hoped to achieve	-	ongoing			<i>Confirm Council's intention for this program. If this is to address litter in the community, Administration can adjust the parameters of the program and RFP.</i>
Develop a Public Behaviour Bylaw	Legal review (and any other notable expenses that are part of the process) of a Public Behaviour Bylaw (cause I think we have an easy place to start: https://www.nnsi.com/news/proposed-public-behaviour-bylaw-in-hay-river-passes-first-and-second-reading/)			Yes		<i>Some municipalities do this, but in YK, it is not expected to have the desired impact of eradicating bad behaviour. Enforcement is a key parameter, and even if enforced, charging and fining an individual will be difficult (if not impossible)</i>
Community Energy Plan	There is 100k in the current budget for Community Energy Plan Projects in 2024. I want to ensure this will still be the case. Do we have staff capacity to do this work (if that was the plan)? If not I would like to see the budget for a contractor to do this work.	-	ongoing			<i>Current CCEP is in place until 2025. Work will commence in 2024 on renewal, as well as on completing projects in current CCEP. This is expected to be accomplished in house.</i>
REVENUE GENERATING SUGGESTIONS						
Parking fees	Increase parking fees by 15% (or roughly thereabouts to make the numbers roundish) to cover inflation since 2020. I would also propose to increase parking fees by 100% from June 1 to August 31. How much would this cost to implement and how much revenue would this generate?	\$_____				<i>CW supports the suggestion to increase rates, provided some of the revenue generated goes towards development incentive.</i> <i>Raising rates is achievable; implementing multiple rates over the course of the year is likely very difficult. Also, Administration will look at standard comparable rates.</i>
Commercial Mill Rate for	Properties where the predominant use is a short-term rental should have the commercial mill rate applied.	-		-		<i>On March 9, 2020 Administration provided GPC with a summary of the Public Hearing on By-law</i>

ITEM	COUNCIL MEMBER DESCRIPTION	2024 \$	2025/ON-GOING \$	PYs	COUNCIL PRIORITY?	COMMENTS FROM ADMINISTRATION
Short Term Rentals	If somebody is renting a portion of their house as an Airbnb, then it makes sense that they get a residential mill rate (just like home based businesses do). But if the whole house is being used as an Airbnb, then the property is only being used for commercial purposes and they should be taxed like that.					<i>No. 5009, a by-law to amend Zoning By-law No. 4404, to regulate Short term rentals. Based on research, public consultation and Council direction, Administration did not recommend differentiating between home-based (principal residence) and commercial (non-principal residence). Council chose not to regulate STRs differently when operated out of principal versus non- principal homes. This would require by-law amendments.</i>
Licencing (business, dog, atv, snowmobile, etc)	Make these multi year, build in inflationary increases to the fees for these	-				<i>This will require significant analysis, given many are tied to territorial regime(s). E.g., ATV or snow machine registration is tied to insurance requirements and safety. Business licence may require health inspection. STR may require owner approval.</i>
Mill Rate for parking garage	proposal that includes budget considerations accounting for removing that special one off high-density mill rate. I would like to see the impact on the budget as if it exists or doesn't exist but the rest of the rates remain status quo.					<i>This is a mill rate issue as well as budget, and possibly Tax Administration Bylaw issue. Analysis required given there is some history on this specific property.</i>
Ambulance Fees	Increase ambulance fees by 15% (or whatever the percentage is that brings us most in line with other communities in the NWT	\$ _____		-		Public Safety fees overall are being reviewed for Budget 2024
Capital Area Committee	Don't include in budget	(50K)	-	-	-	<i>If the Capital Area Committee identifies a joint project that requires a City contribution, Administration will seek Council review/approval.</i>



CITY OF YELLOWKNIFE

MEMORANDUM TO COMMITTEE

COMMITTEE: Governance and Priorities

DATE: August 14, 2023

DEPARTMENT: Economic Development and Strategy

ISSUE: Whether to endorse the six (6) Priority Actions within the Implementation Plan for 2023 and 2024.

RECOMMENDATION:

That Council endorse the six (6) Priority Actions within the Implementation Plan for 2023 and 2024.

BACKGROUND:

At the July 21, 2023 meeting of the Mayor's Task Force on Economic Development, the committee discussed and recommended the following Priority Actions from within the Economic Development Implementation Plan:

- a. Hotel Levy;
- b. DMO;
- c. Visitors Center and Art Centre Governance;
- d. Business License Revision;
- e. Housing Permitting – How to expedite it; and
- f. Tourism Strategy Renewal.

Attached for information of the Committee are the minutes of the Mayor's Task Force on Economic Development meeting of July 21, 2023.

COUNCIL STRATEGIC DIRECTION/RESOLUTION/POLICY:

Strategic Direction #1: People First

Focus Area 1.2 Housing for All
Doing our part to create the context for diverse housing and accommodation options.

Key Initiative 1.2.1	Setting the context and foundation for a fulsome continuum of housing options, from social to market to workforce accommodation.
Focus Area 1.3	<u>Liveable Community</u> Supporting all residents to participate in the social fabric and physical space of our community.
Strategic Direction #3: Sustainable Future	
Focus Area 3.2	<u>Growth Readiness</u> Ensuring land development supports economic readiness and community priorities.
Focus Area 3.3	<u>Robust Economy</u> Doing our part to stimulate and amplify economic development opportunities.
Key Initiative 3.3.1	Supporting all aspects of tourism and visitor services, including the accommodation levy and creation of the destination marketing organization.
Key Initiative 3.3.2	Implementing and renewing strategic economic diversification options.

APPLICABLE LEGISLATION, BY-LAWS, STUDIES, PLANS:

Economic Development Strategy 2020-2024 & Implementation Plan (DM#603435)

CONSIDERATIONS:

Financial Considerations

Resources to support the implementation of the Economic Development Strategy and Implementation Plan are included in the City budget. Should greater emphasis on specific action in the Implementation Plan be a priority for Council, the budget for 2024 can be adjusted based on Council direction.

ALTERNATIVES TO RECOMMENDATION:

That Council not endorse priority actions arising out of Economic Development Implementation Plan, as recommended by the Mayor's Task Force on Economic Development.

RATIONALE:

The City's economy is multi-faceted and collaboration between stakeholders is crucial in successfully developing and implementing a comprehensive strategy. Through the Mayor's Task Force on Economic Development, Council is seeking the input and advice from potential partners who share an interest in economic development in Yellowknife to provide guidance and expert advice to the City. The Mayor's Task Force includes representation from a number of different sectors, representing the diversity of economic perspectives and interests across the City and the NWT. The expertise that members bring is invaluable in guiding the work of the City.

ATTACHMENTS:

1. Economic Development Strategy 2020-2024 & Annual Report 2022 (DM#738319);
2. Economic Development Strategy 2020-2024 Implementation Plan (DM#627111); and
3. Mayor's Task Force on Economic Development Committee Minutes, July 21, 2023 (DM#738794).

Prepared: August 10, 2023; CC

Revised: August 11, 2023; CC



CITY OF YELLOWKNIFE

Economic Development Strategy 2020-2024: **Annual Report 2022**

Revision Date
July 14, 2023

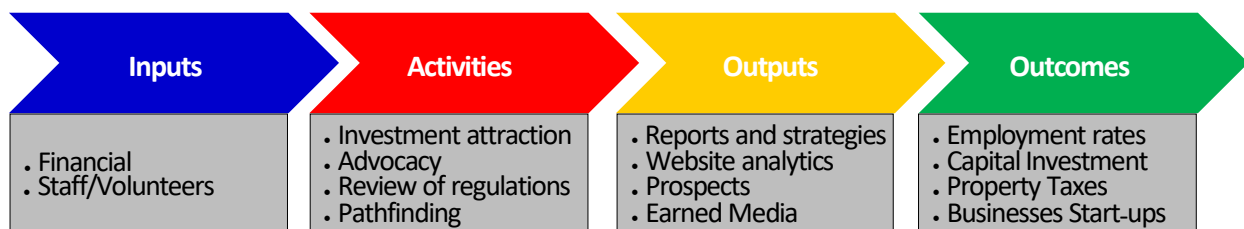
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1.0 INTRODUCTION

The purpose of this document is to provide a report of annual progress made in implementing the City of Yellowknife's (the 'City') Economic Development Strategy 2020-2024. The report contains details surrounding inputs, activities, outputs and outcomes of work undertaken by the City to promote economic development in 2022.

The report is separated into various sections guided by the following graphic from the Economic Development Strategy 2020-2024 (p.37) outlines the types of indicators that can be included in each category and is contained within this annual report. Included at the end is a brief overview of actions taken in accordance with the Economic Development Strategy 2020-2024 – Implementation Plan.



2.0 INPUTS

The City of Yellowknife's Department of Economic Development and Strategy is responsible for completing the Annual Report to the Mayor's Task Force on Economic Development and ongoing work in the implementation plan, unless otherwise noted. Staff time has been spent implementing activities and steps outlined in these documents and plans.

2.1 Staff time and Main Projects

The City had a term Economic Development Officer until July 2022. Like most places in Canada and the Northwest Territories, hiring and retaining staff has been difficult for the City. The position remained vacant from as of December 31, 2022, resulting in a shared responsibility amongst other roles in the Department to ensure work could be completed. The former Manager of Economic Development and Communications left the role in October and it remained vacant until December 2022. This resulted in a lessened capacity for the Department to complete all the intended key tasks, although movement was made on many of them.

The 2022 Municipal Election took an abundance of the Department's time from July to September to facilitate the communications necessary. During that time, the Department's efforts were focused on getting information to the public and completing the final touches for the opening of the new Visitor Information Centre, which happened in mid-September.

The Economic Development and Strategy Department continues to work on supporting local organizations and business development as well as the implementation of the Department's strategies and programs including:

- Wayfinding Strategy
- GROW Yellowknife Food and Agriculture Strategy
- Yellowknife Visitor Services Strategy
- Yellowknives Dene First Nation and City of Yellowknife Joint Economic Development Strategy
- Economic Development Strategy 2020-2024
- Shop Local Initiatives
- Visitor Centre Relocation Work
- Business Licence Fee Waiver and Business Services Grant
- Updating the Tourism Strategy
- Downtown Revitalization Strategy
- Memorandum of Understanding with the Mineral Resources Sector

Major projects the Department undertook related to economic development in 2022 was:

- Continuation of Covid-19 Business Services and Business Fee Licence Waiver Grants;
- Opening of the new Visitor Information Centre in the Centre Square Mall;

- Shop local campaigns;
- Entrepreneurship Week;
- Working with YKDFN to make progress on the Joint Economic Development Strategy;
- Working with local growers to help secure funding for Summer 2023 agriculture programs;
- Preparation of two final Covid-19 Grants – a Festivals and Events Grant and a Business Recovery Grant;
- Meeting with various levels of government and Indigenous governments, as well as partners, to continue projects and share ideas.

2.2 Funding

In 2022, funding was acquired for various work the Department was undertaking to implement the Economic Development Strategy 2020-2024 and goals within the Implementation Plan. This included funding from the Canadian Northern Economic Development Agency for work to renovate a new space for the Yellowknife Visitor Information Centre in the Centre Square Mall. The Department also received funding from the Government of the Northwest Territories Industry, Tourism and Investment (ITI) for that project, assisting with not only increased operating and maintenance funding, but also additional funding for the gallery space.

The City also received money from ITI to work in partnership with the Yellowknife Chamber of Commerce to host several shop local campaigns throughout the fall and winter and host Yellowknife's first Entrepreneurship Week.

Final bouts of Covid-19 funding from the Government of Canada to assist businesses throughout the pandemic was also received and spent. In 2021, the Government of Canada provided COVID Safe Restart Funding to the municipality. In October 2022, Council directed the Department to finish spending those funds in the amount of \$260,000 through the continuation of grants that would support local businesses and grants. Of this, the Business License Fee Waiver program was extended, and two new grants – the Festivals and Events COVID Grant and COVID Business Recovery Grant – are in the works of being created.

3.0 ACTIVITIES

The Department undertook various activities in 2022 that were in accordance with the City's economic strategies and implementation plans approved by Council and within the scope of the Department's mandate.

3.1 Progress Made against Planned Activities

On [March 14, 2022](#), Council gave first reading to By-law No. 5008, a by-law to amend Business Licence By-law No. 3451, to regulate short-term rental accommodations to ensure the definitions of hotel, motel and short-term rental accommodation are consistent with Zoning By-

law No. 5045. This action aims to grow and diversify Yellowknife's economy and deliver efficient and accountable government. Throughout 2022 the Department worked to develop a regulatory framework for short-term rental accommodations..

On [March 28, 2022](#), Council amended the terms of reference for the Mayor's Task Force on Economic Development to extend its terms to December 31, 2024.

On [April 11, 2022](#), the City approved the draft Reconciliation Action Plan for public review and engagement. Council identified Reconciliation with Indigenous peoples as one of its core values in Council's 2019- 2022 Goals and Objectives. Prior to that, Council had adopted the United Nations Declaration on the Rights of Indigenous Peoples in 2015 as part of its response to the Truth and Reconciliation Commission of Canada's Calls to Action (Motion #0324-15). Preparing a Reconciliation Framework and Action Plan has been a continuation of this work.

On [April 25, 2022](#), Council passed a memorandum to adopt the proposed Implementation Plan for recommendations in the Yellowknives Dene First Nation (YKDFN) and City of Yellowknife Joint Economic Development Strategy (JEDS). The JEDS consists of three strategic directions, with suggested actions, that were chosen based on their potential impact, actionability and achievability.

At a Special Meeting of Council on [June 6, 2022](#), Council agreed to enter into a Memorandum of Understanding with the GNWT and Aurora College regarding the location of a Polytechnic University Yellowknife Campus.

On [August 8, 2022](#), Council directed Administration to bring forward an updated development incentive program to facilitate development in the downtown to be funded by the Downtown Improvement Reserve. This action aims to grow and diversify Yellowknife's economy, ensure high quality of life for all, including future generations, and driving strategic land development and growth opportunities.

On [September 6, 2022](#), the Department presented to Council its 2021 COVID Safe Restart Funding Grant Report. In 2021, the City entered into a Transfer Agreement for \$708,060 in funding intended to assist municipalities safely restart their economies and become more resilient to possible future surges in cases of COVID-19. From June 2021 to September 2022, the Economic Development & Strategy department created four grant programs ranging from \$5,000 to \$10,000. Each grant was developed to help an area essential to functioning small and medium-sized businesses.

On [September 12, 2022](#), to support revitalization of the downtown, Council approved the sale of the 50/50 Lot for less than appraised value.

On [September 19, 2022](#), Council adopted the Arts and Culture Master Plan as prepared and directed Administration to use the plan for long-term decision-making and investment in arts and culture.

On [September 26, 2022](#), in response to a request for input from the Government of the Northwest Territories, Council directed Administration to write a letter outlining the City's interests and considerations related to any 'Future Yellowknife Airport Development 20-Year Master Plan' options. a

On [October 24, 2022](#), Council directed Administration to utilize the remaining 2021 COVID Safe Restart Funding (approximately \$260,000) by developing a variety of COVID Recovery Grant programs. This resulted in the continuation of the Business Licence Fee Waiver Program being extended from September 1, 2022 to August 31, 2023 (in the amount of \$30,000). Two new grants were also directed, the Festivals and Events COVID Recovery Grant Program (\$30,000) and the COVID Recovery Business Grant Program (\$200,000).

3.2 Departmental Work

3.2.1 Tourism

(i) Reopening of the Yellowknife Visitor Information Centre

The City opened its new Yellowknife Visitor Information Centre, a major project for the Department, in September 2022. The Centre has had between six and seven staff members and welcomed 7,702 visitors from September 13, 2022, to December 31, 2022. The highest amount of visitors was in December 2022 with 2,352, although September 2022 would have surpassed it if it had been open the entire month (it was open 18 days and saw 2,137 visitors). 2023 will provide better statistics on the Visitor Information Centre, as it will include the entire year and staff have a dedicated system for recording various information. The non-commercial art gallery in the Visitor Centre also had its grand opening event. This gallery features NWT artists and will be changed quarterly.

The Visitor Information Centre received funding from a variety of sources, including the Canadian Northern Economic Development Agency and the GNWT Department of Industry, Tourism, and Investment, and the City. This facility also supports the City's Downtown Revitalization Plan, as it was strategically placed in the Centre Square Mall to get visitors to that area of town. The City has partnered with Sarah Swan to curate the gallery.

(ii) Tourism Strategy

The City completed work on a RFP for its Tourism Strategy, which was awarded in 2023 and will be completed by September 2023. This strategy will provide key actions the City can take to support the industry and strengthen Yellowknife's position as a destination for tourism. Many local stakeholders will be consulted throughout this process. More information on this report

and how information is gathered will be included when it is presented to Council and in the 2023 report. The City received funding from the Government of the Northwest Territories Department of Industry, Tourism and Investment for this project.

(iii) Tourism Projects Moving Forward

In December 2022, the City applied for funding from the Government of the Northwest Territories Department of Industry, Tourism and Investment to upgrade the AuroraMAX display at the Visitor Information Centre. The current display is past its expected lifespan and an updated version will benefit tourism year-round. It will include an interactive display and kiosks in multiple languages that will allow for more tourist interaction and knowledge. This project will be completed in 2023 with an official launch date expected in early 2024.

3.2.2 Local Partnerships

(i) Shop Local Campaigns

The City continued its work with supporting local businesses through hosting a variety of campaigns. The Department hosted its Get Out and Eat week in February, 2022. Entrepreneurship Week, Shop YK Day and Shop Local Bingo also ran in the fall and winter of 2022, despite not having an Economic Development Officer to conduct this work.

Get Out and Eat was hosted in February 2022. – There were 312 entries at 33 participating establishments for a total spend of \$6,240.00.

The City hosted its Shop YK Bingo from November 14 – December 9, which sees the City partner with the Yellowknife Chamber of Commerce. 39 businesses participated in the program in 2022. Residents were encouraged to shop local at different types of businesses and get stamps depending on purchase size.

Made in Yellowknife Day was hosted on December 10, 2022. This annual project sees residents shop at local businesses and from local artisans before the holiday period. Residents then submit receipts to the City to prove proof of purchase over \$20 to be entered to win one of a number of local prizes.

The City also hosted its first Entrepreneurship Week in collaboration with the Chamber of Commerce. This project saw local organizations offering workshops and hosting social events to help entrepreneurs and the business owner network. The City will expand on the successes of this week in 2023, and incorporate feedback on changes that can be explored. The City partnered with Akaitchho BDC, Makerspace YK, Inspire NWT and Small Economy Works, and BAC Up North to host workshops.

(ii) Agriculture and Fishing

The City worked to support agriculture initiatives, like the Farmer's Market, through providing funding for the organization. The City applied for, and received, funding from Industry, Tourism

and Investment, to develop a program that provides vegetable production skills training and on-going mentorship to participants. Planning and development of the program occurred in 2022 and the workshops and mentorship commenced in 2023.

(iii) Mineral Industry

The City signed a Memorandum of Understanding with the NWT and Nunavut Chamber of Mines in June 2022 (at the Prospectors and Developers Association of Canada 2022 Convention) to strengthen the relationship and commitment of the two organizations to work together. The City has since met with the Chamber of Mines to discuss ways to move forward on noted items of interest. The City continues to sit on the Giant Mine Socio-Economic Working Group and Advisory Board to maximize worker and resident benefits related to the Giant Mine remediation work. Staff attended the Round Up conference.

(iv) Post-Secondary Education

The City signed a Memorandum of Understanding with the Government of the Northwest Territories in 2022 to support the transfer of land for a Polytechnic University.

(v) Additional Endeavours

The Director of Economic Development and Strategy attended conferences in Canada to work to attract new sports events and mining endeavours to the territory. The Sports Event Conference was held in Edmonton, Alberta, in 2022 and is the largest annual gathering of everyone connected to the over \$7.4 billion sport tourism industry in Canada. The City worked in partnership with Northwest Territories Tourism to showcase city facilities. Dodgeball Canada has since indicated an interest in hosting an event of a larger scale in Yellowknife.

The City also attended the Prospectors & Developers Association of Canada conference in Toronto, Ontario in June 2022. This conference is the leading event for people, companies and organizations connected to mineral exploration and known for attracting up to 30,000 attendees from over 130+ countries for its educational programming, networking events, and outstanding business opportunities. The City worked with the Government of the Northwest Territories and the NWT and NU Chamber of Mines to ensure a heightened presence.

The City also saw a renewed interest in other organizations from across the country interested in hosting conferences in the city. The City has been working with the Solid Waste Association of North America (SWANA) in 2023 and the Federal Canadian Municipalities Board to host conference meetings in 2023.

The Department worked to develop a sponsored article in the National Post to attract workers to Yellowknife. The City recognizes the difficult position many organizations are facing with a lack of staff and/or skilled workforce, and saw this as an opportunity to promote the City.

(vi) Work with other City Departments

Development Incentive By-law update work commenced in 2022. This is a joint project between Planning and Development and Economic Development & Strategy.

The new Zoning By-law was adopted in 2022. The final draft version of the Arts and Culture Master Plan was also adopted.

4.0 OUTPUTS

Outputs in 2022 included attending various meetings, involvement on a range of committees and working groups, and providing input during these sessions.

4.1 Involvement in Committees, Working Groups

The City signed two Memorandums of Understanding (MOU) with groups in 2022. The first MOU was between the NWT and Nunavut Chamber of Mines and the City of Yellowknife, to strengthen the Mineral Resources Sector in the region. The second MOU was with the Government of the Northwest Territories for the Aurora College Polytechnic transformation. The City regularly attends the Giant Mine Socio-Economic Working Group and is a member of the Advisory Body and provides input to maximize the economic benefits and work that is ongoing to remediate Giant Mine.

The City also maintains membership and representation on the Yellowknife Immigration Partnership (YIP) and the NWT French immigration network (RIFTNO).

4.2 Zoning By-law

The City adopted Zoning By-Law No. 5045 in 2022. This document will help support the future growth of the city and businesses.

4.3 Arts and Culture Master Plan

The City received the final draft of version of the Arts and Culture Master Plan in 2022.

4.4 Reports Produced

The Department itself did not produce any reports in 2022, although it was a factor in the Arts and Culture Master Plan and Zoning By-Law.

5.0 OUTCOMES

The outcomes of the strategic economic work undertaken in 2022 have been presented above, where possible, however there are greater economic impacts felt locally that census data and local data can uncover.

5.1 Tourism Data

The Yellowknife Visitor Centre tracked the number of visitors since its opening day in September 2022, below is a table with the according numbers.

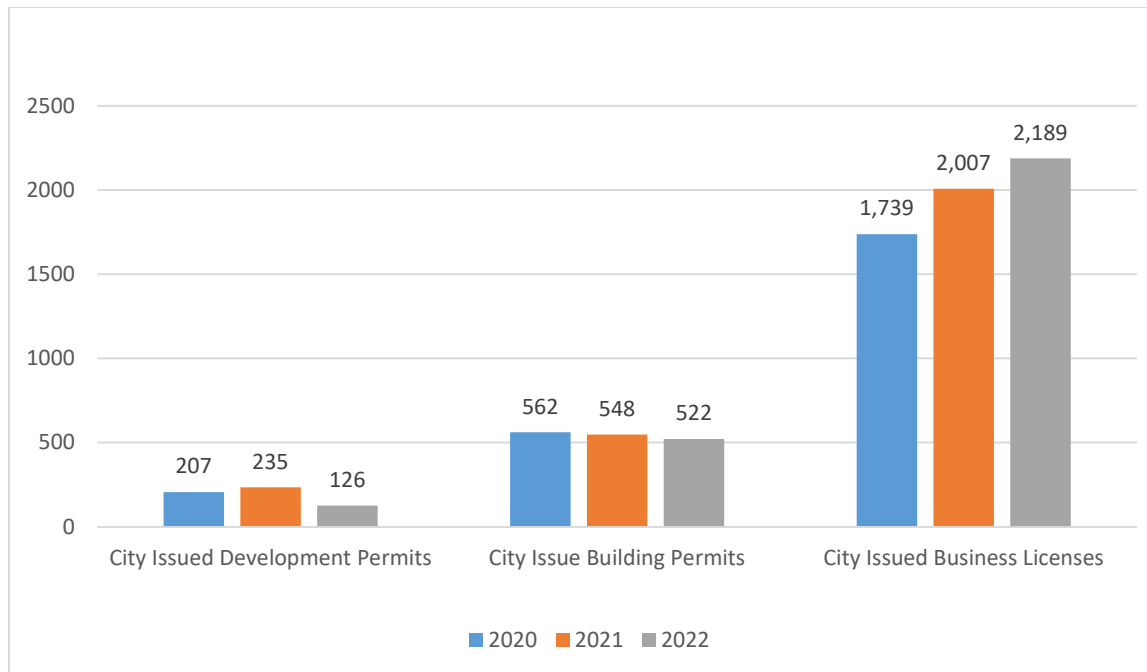
Month	Total Days Open	Total Visitors	Average Daily Visitors	Minimum	Maximum	Notes
September 2022	18	2,137	119	75	195	
October 2022	31	1,859	60	7	157	
November 2022	30	1,354	45	10	90	
December 2022	30	2,352	63	33	127	Closed Christmas Day (December 25, 2022)

Further methods of gathering statistics has been implements, so more detailed information on where visitors are coming from, how long they may be staying, etc, is expected in the 2023 report.

5.2 Investment and Business Data

A total of 648 permits were issued by the City's Planning and Development Department in 2022. In 2022, the City issued a total of 126 Development Permits, 117 were residential and 9 were non-residential. This results in a decrease from 2021, which saw 235 Development Permits issued. This decrease in Development Permits is likely attributable to the changes to the Zoning By-law which reduced the types of development that require a permit. As such, the number of Development Permits issued in 2023 will be a better comparator.

The City issued 522 Building Permits in 2022, 421 residential and 101 non-residential. This number remains around the same number in 2021, which saw 548 issued.



The number of Business Licences issued continued to grow. In 2022, the City issued 2,189 Businesses Licences, over 150 more than in 2021. The City continued to offer its Business Licence Fee Waiver program for those businesses who apply for one. This is likely a driver for businesses to continue to update their licence, as they can do it at no additional cost.

5.3 Economic Data

(i) Investment

The City plans to develop investment materials in 2023 to attract business to Yellowknife.

(ii) Air Traffic

Air passenger Traffic at Airports in NWT has been updated as of 2021, however 2022 numbers were unavailable on NWT Bureau of Statistics website.

(iii) Population

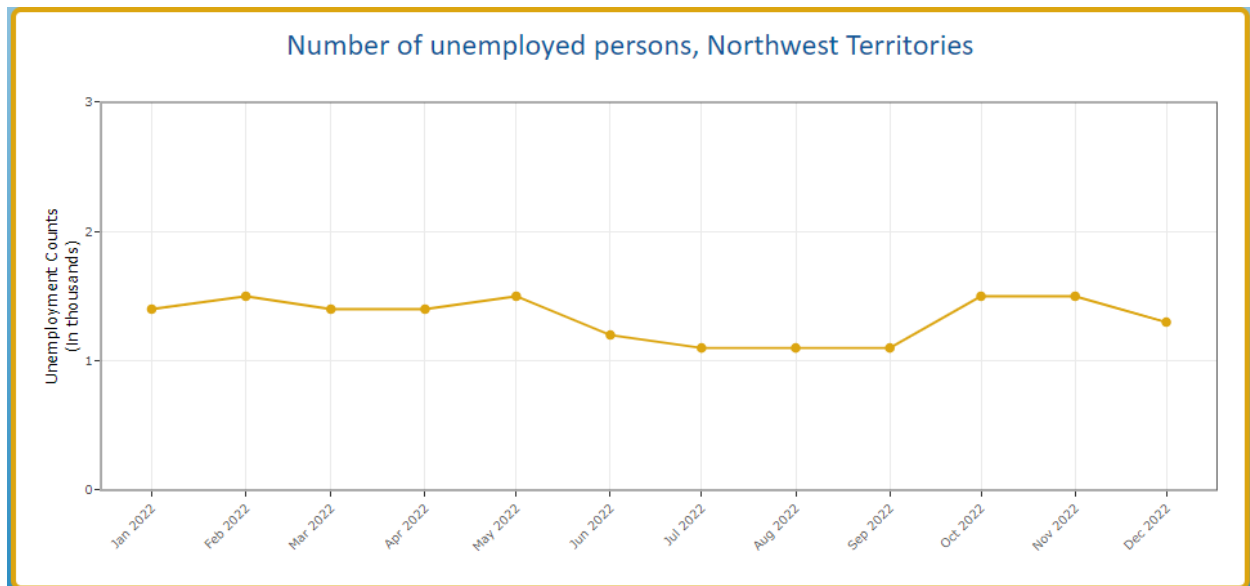
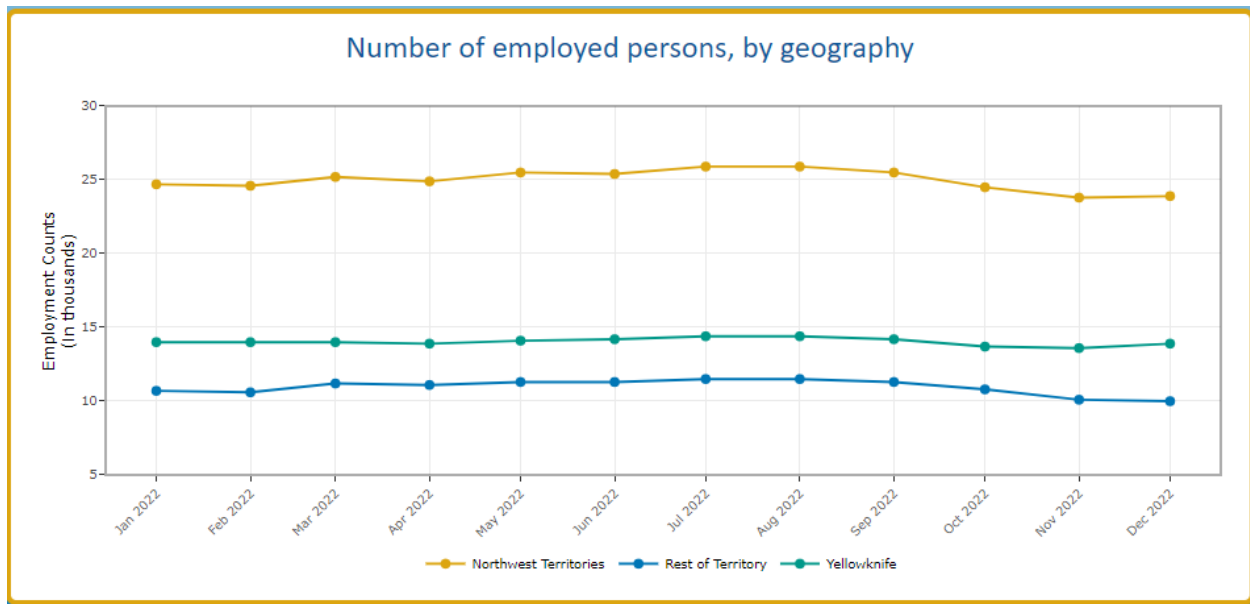
The 2021 Census indicates that while the population of the NWT decreased by 1.7% between 2016-2021, the population of Yellowknife Increased by 3.7%¹.

(iv) Household Incomes

Household Income for the Northwest Territories grew from \$140,408 in 2019 to \$149,197 in 2020. In Yellowknife, household income grew from \$167,751 in 2019 to \$173,338 in 2020.

¹Census Profile, 2021 Census of Population, <https://www12.statcan.gc.ca/census-recensement/2021/dp-pd/prof/details/page.cfm?Lang=E&SearchText=northwest%20territories&DGUIDlist=2021A00056106023,2021A000261&GENDERlist=1&STATISTIClist=1&HEADERlist=0>

(v) Employment Numbers²



² NWT Labour Market Dashboard (see <https://www.statsnwt.ca/labour-income/labour-force-activity/>)

6.0 CONCLUSION

The Department of Economic Development and Strategy accomplished many key pillars of projects and key tasks in 2022. Although the department was short-staffed for a majority of the year, all the annual projects were able to continue and new initiatives, like Entrepreneurship Week, were able to proceed. Progress was made on bigger initiatives as well, as highlighted in the Implementation Plan update. Looking to 2023, the City has an ambitious agenda of tasks and projects to complete to keep progressing its Strategies and Implementation Plans, as directed by Council. Progress will be reported to the MTFED.

ECONOMIC DEVELOPMENT STRATEGY 2020-2024 - IMPLEMENTATION PLAN UPDATE

Priority Action	Specific Action	Status March 22, 2021	Status September 20, 2021	Status March 10, 2022	Status July 14, 2023	Timeline In Strategy	Lead	Cost
			Oversight of the Economic Development Strategy					
1. Develop a renewed Terms of Reference for the Mayor’s Task Force on Economic Development (MTFED). (HIGH PRIORITY)	<ul style="list-style-type: none">Terms of Reference – revise based on the current Economic Development Strategy and required roles and responsibilities related to the Strategy and submit to Council for approval. This will include renewed focus on meeting three times per year to advise on implementation of the Economic Development Strategy and support when needed.	Terms of Reference – will be reviewed/amended as part of overall Committee discussion at Governance and Priorities Committee meeting.	Committees reviewed by GPC March 22, 2021 – no change to MTFED (Motion#0063-21)	Completed.	N/A	March 2021	Economic Development and Strategy	Accommodated within existing budget
2. Prepare an implementation plan which outlines the activities that will be undertaken in 2020. (HIGH PRIORITY)	<ul style="list-style-type: none">Implementation Plan - Present to the MTFED for approval and submit to Council for adoption. This plan outlines specific budget, steps, responsibilities and partner organizations for 2020/2021 activities in the implementation plan.	Currently underway.	Adopted by Council on March 22, 2021 (Motion#0048-21)	Completed.	N/A	March/April 2021	Economic Development and Strategy	Accommodated within existing budget

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Priority Action	Specific Action	Status March 22, 2021	Status September 20, 2021	Status March 10, 2022	Status July 14, 2023	Timeline In Strategy	Lead	Cost
3. Obtain, from the City Council, endorsement of the 2020-24 Economic Development Strategy, renewed Terms of Reference for the Mayor's Task Force, and the implementation plan for 2020. (HIGH PRIORITY)	<ul style="list-style-type: none"> 2020-24 Economic Development Strategy 	Adopted by Council on April 27, 2020 – Motion #0064-20.		Completed.	N/A	April 2020	Economic Development and Strategy	Accommodated within existing budget
			Key Initiatives for 2020-21 (One Time Initiatives)					
4. Implement a governance and operating structure for the DMO and visitor services centre. (HIGH PRIORITY)	<ul style="list-style-type: none"> Destination Marketing Organization (DMO) - Develop and finalize the DMO structure and funding. 	DMO – Work regarding imposition of levy in 2020 was delayed due to economic impact of Covid-19.	No change	Development of governance structure for DMO is planned Q2 2022 to coincide with the opening of the new Visitor Centre and dependent on re-opening plans during the current COVID climate. Funding of the DMO will coincide with implementation of the levy (TBD).	Work delayed due to reduced staff capacity, COVID. Governance to be completed Q4 2023.	Commence in Q4 2021	Economic Development and Strategy / Corporate Services	Accommodated within existing budget

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Priority Action	Specific Action	Status March 22, 2021	Status September 20, 2021	Status March 10, 2022	Status July 14, 2023	Timeline In Strategy	Lead	Cost
	<ul style="list-style-type: none">• Visitor Centre<ul style="list-style-type: none">○ Determine suitable venues and budget for a new Visitor Information Centre that is centrally located in the downtown core that is accessible and welcoming for visitors. The new Visitor Information Centre will have: updated service standards, training for staff, manuals and procedures, advertising strategy, standardized data collection, Mission Statement and local business and resident linkages as well as catering to visitor’s outside the NWT.○ Develop model for operation of the Yellowknife Visitor Centre.	<p>Visitor Centre</p> <p>Relocation of visitor centre to downtown location initiated; Funding request submitted to CANNOR; increased O&M funding request approved by Industry, Tourism and Investment (ITI).</p> <p>Governance structure to be finalized as part of project to relocate the visitor centre.</p>	Work underway – RFP for construction issued and closing on September 23, 2021.	<p>Visitor Centre funding was confirmed in 2021 and relocation began Q4 2021. Work to the space is progressing swiftly and planned opening early 2022.</p>	<p>Relocation completed.</p> <p>Governance structure under development.</p>	Work to commence immediately once funding confirmed; Relocation to be completed by Q2 2022.	Economic Development and Strategy /Community Services	<p>\$125,000 – City of Yellowknife</p> <p>Additional funding from GNWT ITI and CANNOR</p>

ECONOMIC DEVELOPMENT STRATEGY 2020-2024 - IMPLEMENTATION PLAN UPDATE

Priority Action	Specific Action	Status March 22, 2021	Status September 20, 2021	Status March 10, 2022	Status July 14, 2023	Timeline In Strategy	Lead	Cost
<p>5. Establish a Task Force to undertake a review of the regulatory environment affecting economic development and investment in the City of Yellowknife.</p> <p>(MEDIUM PRIORITY)</p>	<ul style="list-style-type: none"> A Task Force will be formed with City, GNWT and stakeholder representatives to review and recommend revisions to municipal regulations, bylaws and processes and lobby for changes to the territorial regulatory, licensing, and permitting regimes. The Task Force will be provided with a Terms of Reference and statement of purpose. Task force to examine how a regulatory report card, like that of the CFIB, could assist with this Task Force's function. A 'pathfinding' function (i.e. 'navigator') within Economic Development and Strategy will also be explored and deliberated on to work with businesses to navigate municipal and territorial regulations and processes they may encounter and find challenging when starting a business. 	<p>Zoning By-law currently undergoing complete re-write based on updated Community Plan. Business License By-law currently undergoing review and will consult with business stakeholders for input. Building By-law is also to be updated in 2021.</p> <p>Task Force – to be considered for action late 2021 or early 2022</p>	<p>Draft Zoning By-law out for public engagement – adoption anticipated in Q4 2021</p>	<p>Zoning By-Law has received first reading</p> <p>Proposed direction to repeal and replace of the Business License By-Law planned to be presented before to Council April 2022.</p> <p>Task Force assembly is a planned action for 2022 and discussions of navigator function of Economic Development and Strategy will also be a matter for Task Force discussion. TORs are currently in development.</p>	<p>Zoning By-law adopted.</p> <p>Business Licence By-law re-write delayed due to reduced staff capacity, COVID. Anticipate Q4 2023</p> <p>Delayed due to staff capacity and COVID. Anticipate early 2024.</p>	<p>Q2 2022</p> <p>2022</p>	<p>Economic Development and Strategy</p>	<p>\$35,000 (for advertising, promotion and research for business navigator function and Task Force work)</p>

ECONOMIC DEVELOPMENT STRATEGY 2020-2024 - IMPLEMENTATION PLAN UPDATE

Priority Action	Specific Action	Status March 22, 2021	Status September 20, 2021	Status March 10, 2022	Status July 14, 2023	Timeline In Strategy	Lead	Cost
6. Work with the GNWT to facilitate the transfer of untenured Commissioner’s Land. (MEDIUM PRIORITY)	<ul style="list-style-type: none"> Connect with the GNWT and determine next steps for transferring the administrative control of untenured Commissioner’s Land. Develop a letter to the GNWT requesting renewed efforts in transferring this land which will significantly increase access to lands within the City limits for residential, commercial and industrial development. 	Currently underway – regular meetings are held between City administration and GNWT.	August 23, 2021 GPC directed administration to proceed with the bulk land transfer acquisition of all available Commissioner’s Lands within the municipal boundary	Ongoing	Ongoing	Ongoing	Planning and Development	Accommodated within existing budget
7. Development a Mineral Resource Strategy. (MEDIUM PRIORITY)	<ul style="list-style-type: none"> Develop a Request for Proposal and engage a consultant to produce a Mineral Resource Strategy report to examine the mining industry economic impact and opportunities to develop the industry and mitigate the negative impacts of mine closures. 	<p>To be considered for action as part of work related to Memorandum of Understanding with Mineral Resources sector.</p> <p>Explore potential funding opportunities.</p>	No change.	An initial meeting took place February 8, 2022 to discuss planning for MOU and a Mineral Resource Strategy. Funding is currently being explored and a statement of work is being developed.	<p>MOU signed in June 2022 at PDAC.</p> <p>Workplan developed and actions outlined.</p>	Q3 2022	Economic Development and Strategy	\$25,000 (for a consultant and engagement activities related to the strategy)
8. Commission an Arts & Culture Master Plan and update the existing Tourism	<ul style="list-style-type: none"> Arts & Culture Master Plan - Develop a Request for Proposal and engage a Consultant for development of an Arts and Culture Master Plan 	Arts & Culture Master Plan – approved in Budget 2021 (December 2020)	RFP issued and awarded to complete Arts and Culture Master Plan.	Arts & Culture Master Plan is currently being developed with a survey currently being in field.	Completed. Implementation Plan being developed.	2022	Community Services	\$75,000 (Budget 2021)

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Priority Action	Specific Action	Status March 22, 2021	Status September 20, 2021	Status March 10, 2022	Status July 14, 2023	Timeline In Strategy	Lead	Cost
Strategy. (MEDIUM PRIORITY)	<ul style="list-style-type: none">• Tourism<ul style="list-style-type: none">○ Identify and develop additional tourism products to increase off-peak and shoulder season visitation. This can include exploring opportunities to feature Indigenous culture and expanded tourism experiences.○ Tourism Strategy to be update.	Ongoing – continued partnership with NWT Tourism; expanded patio program funding (to facilitate increased physical distancing requirements); partnership with YK Chamber of Commerce on local programming.	No change.	<p>Work has continued on local tourism and business expansion efforts. Pursuant to the \$230,000 of COVID funding (Motion 0082-21), work has continued on an indoor and outdoor space improvement grant and partnerships with the YK and NWT Chamber of Commerce to run spend local events in 2021 and partnership with GNWT ITI to run spend local events in 2022.</p> <p>As a result of recommendations from the YK Chamber and business community, Business License Fees have been waived for eligible businesses until September 2022.</p>	<p>Tourism Strategy Renewal currently underway.</p> <p>Business Licence Fee Waiver program continues until October 2023.</p> <p>Additional COVID grants offered.</p>	Ongoing, 2022	Economic Development and Strategy	\$230,000 of COVID Safe Restart Funding from Government of Canada to provide relief for businesses
9. Develop an integrated tourist, investment, worker and resident	Attraction Strategies		No change.	Work is planned to begin Q2 2022 to pursue funding and partnerships to develop	Branding work underway to	Work to begin Q2 2022 - completion	Economic Development and Strategy	\$40,000 (for consultant)

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Priority Action	Specific Action	Status March 22, 2021	Status September 20, 2021	Status March 10, 2022	Status July 14, 2023	Timeline In Strategy	Lead	Cost
attraction strategy. (MEDIUM PRIORITY)	<ul style="list-style-type: none">Develop a Request for Proposal and engage a Consultant for preparing an environmental scan of common branding and positioning and identify partners and common interests to leverage campaigns, promotional activities and share tools for marketing the North – both as a place to visit and locate a business. <p>Partnership/Membership</p> <ul style="list-style-type: none">Continue to represent the City on the Reseau en Immigration Francophone Territoires du Nord-Ouest (RIFTNO) and Yellowknife Immigration Partnership (YIP) committees to ensure open communication and strategies to successfully attract and retain immigrants and newcomers to the area.	<p>Investment materials to be considered as a part of work pursuant to MOU with Mineral Resources sector.</p> <p>World Council on City Data (WCCD) to be considered for investment materials.</p> <p>Research and apply for potential funding opportunities.</p>	Ongoing	<p>work, live, study and invest attraction materials.</p> <p>Ongoing</p>	<p>attract employees.</p> <p>Delayed due to staff capacity and COVID.</p> <p>Ongoing</p>	<p>subject to funding availability</p> <p>Ongoing</p>	Economic Development and Strategy	Accommodated within existing budget.

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Priority Action	Specific Action	Status March 22, 2021	Status September 20, 2021	Status March 10, 2022	Status July 14, 2023	Timeline In Strategy	Lead	Cost
	<ul style="list-style-type: none">Continue to support and advocate for the development of an effective Polytechnic University and a main campus in Yellowknife.Continue to represent City of Yellowknife interest on the Giant Mine Socio-Economic Working Group and Advisory Board to maximize worker and resident benefits related to the Giant Mine Remediation work.	comparability of data collection, etc.	<p>City administration meeting quarterly with GNWT representatives re: transformation; Presentation to Standing Committee re: changes to Aurora College Act (attached)</p> <p>City letter to federal and territorial ministers (attached); City contracted services to assist with options to move socio-economic work forward</p>	Ongoing.	<p>City signed MOU to investigate potential campus location.</p> <p>City participates on SEWG and SEAB; contracts services to assist.</p>			
10. Work with partners in reviewing the feasibility of establishing a business accelerator and/or incubator in	<ul style="list-style-type: none">Review effective business accelerator/incubator models across Canada and explore a model (or combination of models) that can be successfully	Initial research will commence in Q1 2022 – completion estimated to be 2023.	No change.	No change.	No Change	2023	Economic Development and Strategy	\$40,000 (for research, possibly via a consultant or engagement activities and start-up incentive

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Yellowknife. (MEDIUM PRIORITY)	<p>implemented to grow business in Yellowknife.</p> <ul style="list-style-type: none">Develop the feasibility of proposed design, capital and operation cost projections and a business case outline that can be leveraged by potential stakeholders and used to garner interest from the GNWT or Federal government to secure funding for the accelerator/incubator development and operation.Partners will also be identified for this facility and what role the City of Yellowknife will play in its operation.	Funding opportunities to be explored.						funding for an accelerator/incubator)
11. Implement the wayfinding strategy and signage improvements as outlined in the City of Yellowknife Wayfinding Strategy, September 2019. (MEDIUM PRIORITY)	<ul style="list-style-type: none">The Wayfinding Strategy Implementation plan is currently in development and will be presented to Council and will identify priorities, activities, timeline and budget.	<p>2020 – Kiosks installed, cultural brochure being finalized in partnership with YKDFN (expected Q1 2021).</p> <p>2021 – To be presented to Council in April 2021 for review and approval.</p>	Wayfinding Strategy Implementation Plan adopted by Council August 23, 2021 (Motion#135-21).	Ongoing	Ongoing	Ongoing	Economic Development and Strategy / Planning and Development/Community Services	Accommodated within existing budget

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Priority Action	Specific Action	Status March 22, 2021	Status September 20, 2021	Status March 10, 2022	Status July 14, 2023	Timeline In Strategy	Lead	Cost
12. Stage a forum to explore development of a regional angel investor network or investment fund that could increase access to capital for local businesses. (LOW PRIORITY)	<ul style="list-style-type: none">Brainstorm a suitable forum model that can bring together investors, local business community and government partners – either through an engagement session or webinar to gather input.	To be considered for future action.	No change.	No change.	No change.	To be considered in 2023 in close consideration with Item 10.	Economic Development and Strategy	\$5,000 (engagement activities)
			Implemented on an Ongoing Basis					
13. Implement a business retention and expansion (BRE) program. (MEDIUM PRIORITY)	<ul style="list-style-type: none">Review and monitor economic conditions on an on-going basis including industries at risk or in growth. This will be fulfilled by a Quarterly market research report on Key Performance Indicators (KPIs) relevant to the business sector.Conduct a series of biennial surveys of business license holders to track changes in the business climate, identify organizations that may be at risk of closing or relocating	<p>2020 – City of Yellowknife submitted data to the World Council on City Data and will continue and expand this process by seeking gaps in data and identify sources.</p> <p>Business license holder survey is being planned for Q3 2021. This information will then be included in the first quarterly report for Q4 2021.</p>	<p>No change.</p> <p>Q4 2021</p>	<p>No change.</p> <p>BRE program and business license holder survey is being planned for 2022. This work is expected mid-year to avoid high survey times</p>	<p>No change.</p> <p>Delayed due to staff capacity and COVID. Q4 2023.</p>	<p>On-going</p> <p>Q2/Q3 2022</p>	Economic Development and Strategy	\$10,000, bi-annually (for survey activities, data purchases, etc.)

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	<p>operations and determine issues that are impacting on future location and investment decisions. An analysis of these results will be used to develop strategies to mitigate key issues.</p> <ul style="list-style-type: none">• Use the survey results to develop an annual ‘business walk’ initiative.• Engage with at-risk businesses, using the Business Navigator function to help retain businesses in the City.			and to take advantage of data releases.				
14. Implement the investment, worker and resident attraction strategies. (HIGH PRIORITY)	<ul style="list-style-type: none">• Create new website materials on Yellowknife.ca to support marketing Yellowknife as a great place to visit, invest, work and live. This includes a pdf and print document of an updated community profile for people to live and work here, a business profile for people to invest and a tourism profile for people to visit Yellowknife. These profiles can be used as recruitment	<p>New website materials will include:</p> <ul style="list-style-type: none">- the quarterly business reports;- investment materials (including mineral)- updated community profile statistics; and,- tourism data pamphlet.	No change.	Work is planned to coincide with Action 9 and attraction materials.	No change.	On-going, annually Website materials are planned for 2022.	Economic Development and Strategy	\$75,000 (for marketing materials, conferences, data purchases, advertising and conference sponsorships)

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Priority Action	Specific Action	Status March 22, 2021	Status September 20, 2021	Status March 10, 2022	Status July 14, 2023	Timeline In Strategy	Lead	Cost
	<p>documents at conferences or in advertising. Investment and employment data will be updated annually.</p> <ul style="list-style-type: none">• Create a conference schedule of economically important events for each year to participate in and identify who should be attending. This can include the Geoscience Forum, trade shows, etc.• Create a marketing campaign/strategy with a target list of prospects when publishing the profile materials and information when updated.• Expand on the Wayfinding Brand Ambassador program and identify champions and ambassadors of Yellowknife who can assist with disseminating positive messages for recruitment and retention.• Identify opportunities for co-marketing by connecting with GNWT and community partners to strengthen messaging.	<p>Conference schedule is placed on hold for the moment due to COVID-19 disruptions in conference schedules.</p>	<p>No change. Continue to partner with NWTT.</p> <p>No change.</p>	<p>Conference schedule has been developed. Many dates are on hold due to COVID-19 disruptions.</p> <p>No change.</p>	<p>Conference schedule updated.</p> <p>No change.</p>	<p>Conference schedule is intended to be updated biennially.</p> <p>Business navigator timeline: see Item 5.</p>		

ECONOMIC DEVELOPMENT STRATEGY 2020-2024 - IMPLEMENTATION PLAN UPDATE

Priority Action	Specific Action	Status March 22, 2021	Status September 20, 2021	Status March 10, 2022	Status July 14, 2023	Timeline In Strategy	Lead	Cost
	<ul style="list-style-type: none">The Business Navigator will follow-up with prospects and leads on a monthly basis to ensure marketing needs are met and determine effectiveness of marketing, assess any navigation needs of businesses, or facilitate general, unbiased connections between local suppliers/buyers for products and services through Chamber of Commerce or association links.Create an evergreen document to track major projects (both planned and present) that will be taking place in and around Yellowknife either by the City, GNWT or Federal government and any major private developments that may be occurring. This will identify opportunities for Yellowknife to capitalize on major project work and the associated benefits, including targeting the attraction and retention of people to the North and provide continuous, rather than	Evergreen document currently underway.	Q4 2021. Draft recently completed and currently being reviewed by Director and subsequently senior administration.	Evergreen document completed and review is on-going.	Ongoing	Evergreen document reviewed on an on-going basis.		

ECONOMIC DEVELOPMENT STRATEGY 2020-2024 - IMPLEMENTATION PLAN UPDATE

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	competing, work for local contractors and workers.							
15. Review any proposed new bylaws, policies or plans by applying an economic lens to assess how the changes are likely to impact on the local business climate. (MEDIUM PRIORITY)	<ul style="list-style-type: none">Review new by-laws, policies or plans with an economic lens to determine any un-intended barriers to economic growth and provide the opportunity cost of these plans for an informed economic background to changes being made on this level.Use this lens during the Business License By-law re-write.Staff will review service standards and timelines with respect to business services (also identified as an item in the City Council’s Goals and Objectives 2019-22).	<p>Staff is currently reviewing the business license process and Business License By-law and reviewing reasonable service standards.</p> <p>Staff expects this review to take place following the Zoning By-law review and for possible inclusion as expanded attraction/investment materials.</p>	No change.	<p>No change.</p> <p>See update in Action 5.</p>	<p>Ongoing.</p> <p>No change.</p> <p>Staff directed to review and</p>	<p>On-going, 2022.</p> <p>2022</p>	Economic Development and Strategy	Accommodated within existing budget

ECONOMIC DEVELOPMENT STRATEGY 2020-2024 - IMPLEMENTATION PLAN UPDATE

Priority Action	Specific Action	Status March 22, 2021	Status September 20, 2021	Status March 10, 2022	Status July 14, 2023	Timeline In Strategy	Lead	Cost
	<ul style="list-style-type: none">Staff will review possible development opportunities for the downtown area and beyond with respect to various business development incentives (like the Patio Incentive Program) and the Development Incentive By-law to promote growth.				revise the City's business incentive programs.			
16. Assist key champions, as requested and where possible, in their efforts to implement development strategies and key initiatives. (HIGH PRIORITY)	<ul style="list-style-type: none">Using the Business Navigator function, work with champions in Yellowknife to help align strategies and initiatives and provide support including advocacy and resources to facilitate action.Identify opportunities to build on, or establish new, relationships through MOUs, for example, or agreements.Identify major opportunities for partnership from the Joint Economic Development Strategy with YKDFN.Focus on implementing further the Agriculture Strategy to work with local agriculture and fishing groups to promote stewardship,	<p>Memorandum of Understanding (MOU) with Mineral Resource Sector approved on February 2020.</p> <p>Partnership with YK Chamber of Commerce on local programming – Trailblazers, #ShopYK, Shop Local, Be a Tourist in Your Own Town, Entrepreneur Month, etc.</p> <p>Joint Economic Development Strategy (for adoption by both City and YKDFN Councils in Q2 2021) identifies major opportunities for partnership</p>	<p>No change.</p> <p>No change.</p> <p>Joint Economic Development Strategy adopted (Motion#0047-21). Working group</p>	<p>No change.</p> <p>Local programming has continued with the winter scavenger hunt and Made in Yellowknife Day in December 2021 and the Get Out and Eat campaign in February 2022.</p> <p>Joint Economic Development Strategy Implementation plan is expected to be presented to both YKDFN and City of</p>	<p>MOU signed in 2022.</p> <p>Local partnerships continued. Entrepreneurship Week launched.</p> <p>Joint Economic Development Strategy Implementation Plan adopted by</p>	On-going	Economic Development and Strategy	<p>Accommodated within existing budget.</p> <p>Additional shop local funding partnerships with NWT Chamber of Commerce and GNWT ITI.</p>

ECONOMIC DEVELOPMENT STRATEGY 2020-2024 - IMPLEMENTATION PLAN UPDATE

Priority Action	Specific Action	Status March 22, 2021	Status September 20, 2021	Status March 10, 2022	Status July 14, 2023	Timeline In Strategy	Lead	Cost
	<p>training and the development of local markets and commercial producers.</p> <ul style="list-style-type: none"> Staff will identify opportunities to support, where possible, development of social enterprises and local supplier development programs and policies. 	<p>and a joint implementation plan will identify areas of priority and partnership.</p> <p>Agriculture Strategy – Implementation Plan to GPC in March/April 2021.</p>	<p>finalizing implementation plan.</p> <p>Adopted by Council on April 12, 2021 (Motion#0061-21)</p>	<p>Yellowknife Council in March/April 2021.</p> <p>Ongoing</p>	<p>both Council for YKDFN and City.</p> <p>Ongoing. Funding supported ‘Turn your Yard into a garden’</p>			
<p>17. Report back annually to the City Council, Mayor’s Task Force and public on the progress made. (HIGH PRIORITY)</p>	<ul style="list-style-type: none"> Develop a performance measurement matrix based on four indicators (inputs, activities, outputs and outcomes) and prepare a year-end report back to Council, the MTFED and the public to demonstrate success and progress being made in the Economic Development Strategy 2020-2024. This will highlight major wins and areas for improvement or focus for the future implementation of the Strategy. The report will include a data analysis of key performance 	<p>A year-end report will be presented in December 2021 to report on progress and success of the implementation items in 2021.</p>	<p>No change.</p>	<p>2021 year-end report has been provided.</p>	<p>2022 year-end report provided.</p>	<p>On-going, annually</p>	<p>Economic Development and Strategy</p>	<p>Accommodated within existing budget</p>

ECONOMIC DEVELOPMENT STRATEGY 2020-2024 - IMPLEMENTATION PLAN UPDATE

Priority Action	Specific Action	Status March 22, 2021	Status September 20, 2021	Status March 10, 2022	Status July 14, 2023	Timeline In Strategy	Lead	Cost
	indicators (including the labour force, business data and related statistics), website analytics, municipal data (including budget and staff) and business information (gained through a business survey and business walks).							



CITY OF YELLOWKNIFE

Mayor's Task Force on Economic Development

July 21, 2023 at 12:00 p.m.

Council Chamber

MINUTES

Minutes of a meeting held on Friday, July 21, 2023 at 12:00 p.m. in City Hall Council Chamber.

The following Committee members were in attendance:

Present: Mayor R. Alty, ex-officio, Chair,
Councillor R. Warburton,
P. Arsenault,
J. Bailey,
D. L. Demarcke,
P. Houweling (12:14 p.m.),
D. Straker, and
S. Swan.

The following representative from the Government of Northwest Territories, Department of Industry, Tourism and Investment was in attendance:

M. Cyr.

The following members of Administration were in attendance:

S. Bassi-Kellett,
S. Sibley,
K. Thistle, and
C. Achtymichuk.

Call to Order

1. The meeting was called to order at 12:10 p.m.

Opening Statement

2. Mayor R. Alty read the Opening Statement.

Approval of Agenda

3. Committee approved the Agenda as presented.



Disclosure of Pecuniary Interest

4. There were no disclosures of pecuniary interest.

2022 Annual Report

5. Administration provided an update on the 2022 Annual Report.

Implementation Plan update as of July 14, 2023

6. Administration provided an overview of the Implementation Plan.
7. Committee discussed the Priority Actions within the Implementation Plan and recommend the following priorities for 2023 and 2024:
- a. Hotel Levy
 - b. DMO
 - c. Visitors Center and Art Centre Governance
 - d. Business License Revision
 - e. Housing Permitting – How to expedite it
 - f. Tourism Strategy Renewal
8. Committee discussed the Priority Actions within the Implementation Plan and recommend the following priority for 2025:
- a. Investment Material

Next Meeting

9. The next meeting will be scheduled at a later date.

Adjournment

10. P. Houweling moved,
R. Warburton seconded,

That the meeting be adjourned at 1:40 p.m.

MOTION CARRIED UNANIMOUSLY

Prepared: July 21, 2023 KT/ca

ACCESS FOR ALL

DETERMINING THE METRIC FOR THE PROGRAM'S QUALIFYING INCOME

Governance and Priorities Committee – August 14, 2023



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CITY OF
YELLOWKNIFE

PURPOSE OF THE ACCESS FOR ALL POLICY

The purpose of this policy is to:

- reduce barriers and increase access to recreation activities and transit services for residents of Yellowknife whose level of income is a barrier to their participation;
- establish a standardized and transparent procedure for the administration of financial assistance for recreation activities and transit services delivered by the City of Yellowknife, when user fees are unaffordable to a participant; and
- establish criteria for the review and approval of requests for financial assistance for recreation activities and transit services.

Committee Recommendation to Council:

MEDIAN AFTER-TAX INCOME

“In order to ensure the low income measure is easy for staff to determine and to apply, I’m proposing using a simpler method to calculate this threshold. This would be using 50% of the after tax median household income for various household sizes. In order to update the threshold using the simpler approach, staff would use Statistics Canada data showing the after tax median household income for each household and divide this number by 2. This simple calculation would only need to be done once every census or every 5 years.”

Approach Recommended by Committee

- **“Household after-tax income group by household characteristics: Canada, provinces and territories, census metropolitan areas and census agglomerations with parts”**
- <https://www150.statcan.gc.ca/t1/tbl1/en/tv.action?pid=9810005601&pickMembers%5B0%5D=1.173&pickMembers%5B1%5D=2.1&pickMembers%5B2%5D=3.2&pickMembers%5B3%5D=4.1&pickMembers%5B4%5D=5.1>
- Table uses Census data from 2021 Census, includes four main variable categories, each with their own subset of variables

MAIN VARIABLE CATEGORIES

- Household size (7 variables)
- Household type (11 variables)
- Ages of household members (18 variables)
- Number of Earners in Household (6 variables)

FOR EXAMPLE

Resident from a 3-person household applies for Access for All.

Using total of household types (including census families) for a family of 3, the table produces no less than 108 options of median after-tax incomes for households with various ages and number of earners.

Depending on the variable selected, median after-tax income for that family may vary from \$2,020 (all 3 members aged 0 -17 years) to \$188,000 (all 3 family members are earners).

2 Person Household	Median After-Tax Income (\$)	50% (\$)	Current A4A	Proposed A4A
0 earners	65,500	32,750	Yes	Yes
1 earner	92,000	46,000	No	Yes
2 earners	146,000	73,000	No	No

Proposed Low Income Measure Cutoff for 2 person household = \$64,500 (current MBM-N = \$43,053)

3 Person Household	Median After-Tax Income (\$)	50% (\$)	Current A4A	Proposed A4A
0 earners	48,400	24,200	Yes	Yes
1 earner	90,000	45,000	Yes	Yes
2 earners	146,000	73,000	No	Yes

Proposed Low Income Measure Cutoff for 3 person household = \$73,000 (current MBM-N = \$52,729)

3 Person Household (with children)	Median After-Tax Income (\$)	50% (\$)	Current A4A	Proposed A4A
0 earners	-	-	-	-
1 earner	101,000	50,500	Yes	Yes
2 earners	153,000	76,500	No	No

Proposed Low Income Measure Cutoff for 3 person household = \$73,000 (current MBM-N = \$52,729)



3 Person Household (with 1 person 0-5 years old)	Median After-Tax Income (\$)	50% (\$)	Current A4A	Proposed A4A
0 earners	-	-	-	-
1 earner	81,000	40,500	Yes	Yes
2 earners	145,000	72,500	No	Yes

Proposed Low Income Measure Cutoff for 3 person household = \$73,000 (current MBM-N = \$52,729)

3 Person Household (with 1 person 0-17 years old)	Median After-Tax Income (\$)	50% (\$)	Current A4A	Proposed A4A
0 earners	46,000	23,000	Yes	Yes
1 earner	86,000	43,000	Yes	Yes
2 earners	147,000	73,500	No	No

Proposed Low Income Measure Cutoff for 3 person household = \$73,000 (current MBM-N = \$52,729)

4 Person Household	Median After-Tax Income (\$)	50% (\$)	Current A4A	Proposed A4A
0 earners	50,400	25,200	Yes	Yes
1 earner	91,000	45,500	Yes	Yes
2 earners	170,000	85,000	No	Yes

Proposed Low Income Measure Cutoff for 4 person household = \$86,000 (current MBM-N = \$60,886)

“STANDARDIZED AND TRANSPARENT”: HOW IS LIM-AT CALCULATED?

The LIM thresholds are derived in multiple steps:

1. Calculate the adjusted after-tax household income for each household by dividing the household income by the equivalence scale, which is the square root of the number of persons in the household.
2. Assign this adjusted after-tax household income to each person in the household.
3. **Determine the median of the adjusted after-tax household income over the population of all persons.** The median is the level at which half of the population will have adjusted household income above it and half below.
4. Set the LIM for one-person households to 50% of this median and the LIM for households of other sizes to 50% of the median multiplied by the corresponding equivalence scale.

QUALIFYING INCOME RECOMMENDED BY COMMITTEE

Number of People in Household	Qualifying Income (\$)
1	75,500 = 37,750
2	129,000 = 64,500
3	146,000 = 73,000
4	172,000 = 86,000
5	182,000 = 91,000



MARKET BASKET MEASURE: Canada's Official Poverty Line

- Canada's *Poverty Reduction Act*, S.C. 2019, c. 29, s.315, aims to “support continuous efforts in, and continuous monitoring of, poverty reduction in Canada.”
- The Act uses the Market Basket Measure as the Official Poverty Line for the purposes of the Act.
- The Act requires the MBM be reviewed on a regular basis to ensure that it reflects the up-to-date cost of a basket of goods and services representing a modest, basic standard of living in Canada (section 7(2)).

WHAT IS THE MARKET BASKET MEASURE?

- Market Basket Measure (MBM) is not a measure of income of a population. It is a measure of disposable income required to purchase a basket of goods comprised of basic necessities: food, shelter, clothing, transportation, etc.
- MBM is region-specific and the MBM-N provides poverty thresholds for 9 regions across the NWT and Yukon.
- MBM-N is customized to each community. For example, some fly-in communities in NWT account for the need for warmer clothing, shipping costs, the need for an ATV or snowmobile.
- Yellowknife has a specific MBM-N.

Northwest Territories, 2018 - 2021

Family Size

1 person	30,443	30,443	30,486	29,963
2 people	43,053	43,053	43,113	42,374
3 people	52,729	52,729	52,802	51,897
4 people	62,268	60,886	60,971	59,926
5 people	69,618	68,073	68,168	66,999
6 people	76,262	74,570	74,674	73,394

OPTIONS FOR COUNCIL

1. Continue with approach recommended by Committee:

- Using a variation of the LIM-AT, modified for Yellowknife.
- Provide direction and clarity to administration on use of variables and application of Table specific to each applicant/family.
- Advantages: qualifying incomes are generally higher than MBM-N, permitting more qualified applicants.
- Disadvantages: metric updated every 5 years, lack of use and understanding of variables could lead to inconsistent application (creating lack of transparency), increases administration time to process applications.

OPTIONS FOR COUNCIL

2. Reconsider the use of MBM-N metric

- Consider providing direction and clarity to administration on updating Table annually, as revised by Statistics Canada or NWT Bureau of Statistics.
- Advantages: aligns with federal poverty measure, simple table and no variables to apply, less risk of inconsistent application, adjusted annually, administration familiar with applying this metric
- Disadvantages: reviewed and “re-based” every 5 years, may not meet the underlying concern of Council, being to ensure low income is not a barrier to recreation or transit for as many residents of Yellowknife as possible.

OPTIONS FOR COUNCIL

3. Direct administration to research alternatives and return to Council with a recommendation about a suitable low income metric
- Advantages: permits additional research on low income measures and best practices across municipalities
 - Disadvantages: additional research is not in administration's work plan and would take time to complete. Other projects on the work plan will have to wait.



CITY OF YELLOWKNIFE

Policy Title: **Access for All Policy**
Approved By: **Council Motion #00XX-23**
Effective Date: **Month XX, 2023**

1 INTRODUCTION

The City of Yellowknife promotes the participation of all City of Yellowknife residents in recreation and transit services by ensuring that income is not a barrier to participation. Programs and services are planned, delivered and evaluated to ensure they are affordable, inclusive and responsive to community need.

2 PURPOSE

The purpose of this policy is to:

- a. reduce barriers and increase access to recreation activities and transit services for residents of Yellowknife whose level of income is a barrier to their participation;
- b. establish a standardized and transparent procedure for the administration of financial assistance for recreation activities and transit services delivered by the City of Yellowknife, when user fees are unaffordable to a participant; and
- c. establish criteria for the review and approval of requests for financial assistance for recreation activities and transit services.

3 DEFINITIONS

In this Policy:

“Access for All Program” 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; and



“Yellowknife Low Income Measure”

means 50% of the Yellowknife median after-tax income as determined by Statistics Canada in the Household After-Tax Income Group by Household Characteristics census table and as set out below:

No. of People in Household	Qualifying Income
1	\$37,750
2	\$64,500
3	\$73,000
4	\$86,000
5 (or more)	\$91,000

4 POLICY

The City of Yellowknife is committed to ensuring equitable access to the City’s recreational activities and transit services for residents who are economically disadvantaged.

4.1 Eligibility

4.1.1 Yellowknife residents qualify for the Access for All Program if any one of the following criteria are met:

- the applicant’s household income is at or below the applicable Yellowknife Low Income Measure threshold for the number of people in the household;
- the applicant qualifies for and is receiving Income Assistance from the Government of the Northwest Territories Department of Education Culture and Employment; or
- the City Manager otherwise determines that providing the applicant with an Access for All pass fits within Purpose 2(a) of this Policy.

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.

4.2 Application Process

4.2.1 To apply for the program the applicant must provide one of the following:

- Notice of Assessment(s) from the Canada Revenue Agency, for the year immediately preceding the year the application is made, for all household members over the age of 18;



- b. an Income Assistance Financial Case Report from the Government of the Northwest Territories Department of Education Culture and Employment from the month of, or month immediately before, the date of the application. If the application is for all members of the household, then all members must be listed on the Case Report; or
- c. any documentation the City Manager decides is necessary to exercise their discretion under section 4.1.1(c) of this policy.

4.2.2 Access for All Program applications will be processed within two weeks of receiving a completed application form along with the relevant documentation set out in section 4.2.1.

4.2.3 The process of obtaining financial assistance will be as non-intrusive as possible, and respect a person's dignity and confidentiality. If an application is incomplete, City staff will notify applicants that further documentation is required.

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

4.3 Confidentiality

All personal information gathered in the application process is collected and used for the purpose of administering the Access for All Program only. Residents with questions about the collection and use of their personal information, or who would like to correct an error or omission in their personal information, may contact program administration at City Hall by phone, email, or in person.

4.4 Review

The City of Yellowknife will undertake an evaluation of the Access for All Program periodically to assess its effectiveness and to identify amendments if required.

Any proposed substantive amendments will be submitted to Council for consideration and approval.

5 **APPLICATION**

This Policy applies to any residents applying for the Access for All Program.