



CITY OF YELLOWKNIFE

Council Agenda

Monday, May 27, 2024 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.



Item No.

Description

OPENING STATEMENT

1. Councillor Fequet 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 special meeting of Monday, May 13, 2024 are presented for adoption.

4. Councillor Fequet moves,
Councillor _____ seconds,

That Minutes of Council for the special meeting of Monday, May 13, 2024 be presented for adoption.

Unanimous	In Favour	Opposed	Carried / Defeated
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Previously
Distributed

5. Minutes of Council for the regular meeting of Monday, May 13, 2024 are presented for adoption.

6. Councillor Fequet moves,
Councillor _____ seconds,

That Minutes of Council for the regular meeting of Monday, May 13, 2024 be presented for adoption.

Unanimous	In Favour	Opposed	Carried / Defeated
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Item No.

Description

DISCLOSURE OF CONFLICT OF INTEREST AND THE GENERAL NATURE THEREOF

7. Does any Member have a conflict of interest in any matter before Council today?

CORRESPONDENCE & PETITIONS

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

STATUTORY PUBLIC HEARINGS

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

DELEGATIONS PERTAINING TO ITEMS ON THE AGENDA

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

MEMBER STATEMENTS

11. There were no statements for the agenda.

12. Are there any Member statements from the floor?

INTRODUCTION AND CONSIDERATION OF COMMITTEE REPORTS

Councillor Fequet will introduce the following reports:

13. Governance and Priorities Committee Report for May 13, 2024.

14. Councillor Fequet moves,
Councillor _____ seconds,

That Council:

1. **Support the revised 2024 – 2026 Work Plan as presented and direct Administration to use the Work Plan to prioritize initiatives and tasks, and to inform Council during their deliberations of the impacts of any potential new initiatives and tasks;**
2. **Direct Administration to hire one(1) Communications Officer and one (1) Customer Service Outreach Coordinator as presented in the Work Plan;**



Item No.

Description

- 3. Support the efficiency recommendations as presented in the Work Plan and direct Administration to implement each as soon as possible, including returning to Council with any necessary By-law amendments; and
- 4. Support in principle the advocacy efforts within the revised 2024 – 2026 Work Plan.

Unanimous	In Favour	Opposed	Carried / Defeated
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15. Governance and Priorities Committee Report for May 21, 2024.

16. Councillor Fequet moves,
 Councillor _____ seconds,

That Council direct Administration to bring forward a draft Development Incentive By-law to reflect the incentives in Table A (DM#764831).

Unanimous	In Favour	Opposed	Carried / Defeated
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NEW BUSINESS

17. There was no new business for the agenda.

18. Is there any new business from the floor?

ENACTMENT OF BY-LAWS

19. By-law No. 5078 - A by-law to repeal and replace Land Administration By-law No. 4596, is presented for First Reading.

20. Councillor Fequet moves,
 Councillor _____ seconds,

First Reading of By-law No. 5078.

Unanimous	In Favour	Opposed	Carried / Defeated
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Item No.

Description

DEFERRED BUSINESS AND TABLED ITEMS

21. There was no deferred business and there were no tabled items for the agenda.
22. Is there any deferred business or are there any tabled items from the floor?

OLD BUSINESS

23. There was no old business for the agenda.
24. Is there any old business from the floor?

NOTICES OF MOTION

25. There were no notices of motion for the agenda.
26. Are there any notices of motion from the floor?

DELEGATIONS PERTAINING TO ITEMS NOT ON THE AGENDA

27. A presentation from Diavik Diamond Mine regarding Frame Lake Rehabilitation project coming up in June.

ADMINISTRATIVE ENQUIRIES

28. There were no administrative enquiries for the agenda.
29. Are there any administrative enquiries from the floor?

ADJOURNMENT



CITY OF YELLOWKNIFE

GOVERNANCE AND PRIORITIES COMMITTEE REPORT

Monday, May 13, 2024 at 12:05 p.m.

Report of a meeting held on Monday, May 13, 2024 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 C. McGurk,
Councillor T. McLennan,
Councillor S. Payne, and
Councillor R. Warburton.

The following members of Administration staff were in attendance:

J. Collin,
C. Caljouw,
C. Greencorn,
C. MacLean,
K. Pandoo,
S. Sibley,
C. Saunders,
C. White, and
S. Jovic.

<u>Item</u>	<u>Description</u>
1.	(For Information Only) Deputy Mayor Cochrane read the Opening Statement.
2.	(For Information Only) There were no disclosures of conflict of interest.



(For Information Only)

3. Committee heard a presentation from Leon Gaber, David Hewson and Tabitha Black-Lock, representatives of KPMG, regarding 2023 North Slave Complex Wildfire After Action Assessment. They noted that this presentation points identifies several high level, preliminary observations, but is no exhaustive list of all information collected to date. They further noted that during this project, they were not able to meet with every person or organizations in the community and therefore some perspectives may be missing. They stated that not all information or communications were documented throughout the wildfire season, and therefore there may be some information gaps. They further stated that this project is focused on the role of the City during the wildfire season, so there are limits in scope for gaining a whole-of-society understanding of the events. They noted that the next steps include:
- Continued Partner and Stakeholder Engagement (March-May 2024);
 - Continued analysis of documentation and engagement findings (May 2024);
 - Development of draft report (May-June 2024);
 - Final report with recommendations (end of June 2024); and
 - Final presentation to City Council (end of June 2024).

(For Information Only)

4. Councillor Arden-Smith left the meeting at 1:11 p.m.
5. **Committee read a memorandum regarding whether to adopt the revised 2024-2026 Work Plan.**

Committee noted that City Council adopted the 2023 – 2026 Council Strategic Directions Implementation Action Plan at its regular meeting on March 11, 2024. 2024, like past years, is proving to be challenging and as such, there is a need for Council and Administration to refocus and revise the 2024 – 2026 Work Plan accordingly.

The revised 2024 - 2026 Work Plan illustrates the unique major initiatives that are required over and above routine operations and administration. By remaining focused on these, the most pressing work will be completed first and other items thereafter. Respecting the priorities will optimize resources (time, money and people) and will provide the opportunities Administration needs to progress in a substantive manner.

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

- | | |
|----------------|---|
| Motion 0091-23 | That Council approve the 2023-2026 Council Strategic Directions. |
| Motion 0031-24 | That Council approve the 2023 – 2026 Council Strategic Directions Implementation Action Plan. |

Committee noted that applicable legislation, by-laws, studies or plans include:
Council's Strategic Directions 2023-2026

Committee noted that over this Council's term of office, Administration will undertake a range of actions intended to advance and/or achieve Council's Strategic Directions and



priorities. Annually, Administration will report out on actions taken and progress made, including priorities for the upcoming year. The Work Plan will be updated annually.

Committee noted that Council's Strategic Directions provide direction and focus for the future of the City of Yellowknife and will help guide Council decision-making regarding priority setting, resources and budget allocations. Council's Strategic Directions inform the work of Administration as it works to advance and achieve Council's goals. An annual review to mark progress and ensure clear priorities for the upcoming year will confirm alignment with current context and emerging issues.

(For Information Only)

6. Committee recessed at 1:48 p.m. and reconvened at 1:58 p.m.

(For Information Only)

7. Committee continued its discussion regarding whether to adopt the revised 2024-2026 Work Plan.

(For Information Only)

8. Councillor Warburton left the meeting at 2:47 p.m.

(For Information Only)

9. Committee continued its discussion regarding whether to adopt the revised 2024-2026 Work Plan.

10. Councillor Cochrane moved,
Councillor McGurk seconded,

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

MOTION CARRIED UNANIMOUSLY

(For Information Only)

11. Committee continued its discussion regarding whether to adopt the revised 2024-2026 Work Plan.

Committee requested that Administrative Inquiries not be removed from standing agendas and that a Member submit Administrative Inquiry to Administration, prior to 10:00 a.m. on the Thursday preceding a meeting.

Committee recommended that Council:

1. **Support the revised 2024 – 2026 Work Plan as presented and direct Administration to use the Work Plan to prioritize initiatives and tasks, and to inform Council during their deliberations of the impacts of any potential new initiatives and tasks;**



2. **Direct Administration to hire one(1) Communications Officer and one (1) Customer Service Outreach Coordinator as presented in the Work Plan;**
3. **Support the efficiency recommendations as presented in the Work Plan and direct Administration to implement each as soon as possible, including returning to Council with any necessary By-law amendments; and**
4. **Support in principle the advocacy efforts within the revised 2024 – 2026 Work Plan.**

MOVE APPROVAL

(For Information Only)

12. Committee heard a demonstration regarding Notification System. Administration noted that the City of Yellowknife unveiled its new emergency email notification system, which allows residents to sign up to receive immediate updates to their inboxes during an emergency situation. Administration further noted that this system will send residents an email with emergency updates when they occur, and will provide information on where people can go to get more details. Administration noted that residents are encouraged to join to stay up-to-date on City of Yellowknife critical public safety updates.
13. The meeting adjourned at 3:29 p.m.

2024-2026 WORK PLAN

Introduction

2024, like past years, is proving to be challenging. There is much to do and not enough time, people or money to get everything done. 2025 and 2026 will most certainly be the same. The risk is that if City staff try to do too much, at best, administration will achieve mediocrity in their results. The customers (residents, businesses, and visitors) and staff deserve more. Yellowknife is a wonderful city with tremendous potential. The team (Council and Administration) must focus their efforts on the most important areas in order to deliver outstanding results in a concerted and timely manner.

This document is designed to lay out the 2024-2026 Work Plan and, specifically, the unique major initiatives that are required over and above routine operations and administration. By remaining focused on these, staff will complete the most important work first and deal with other items thereafter; perhaps not even beginning to address them until 2025 or later. Respecting the priorities will make best use of resources (time, money and people) and will provide the opportunities Administration needs to move things along in a substantive manner.

A work plan consists of three distinct components. There is the routine work on operations (delivery of services) and administration. There are emerging or new initiatives and there is emergency preparedness, which on occasion, leads to major emergency response. Most of the staff's time will be spent conducting routine administration and providing services to the community. This, in and of itself, can be all consuming. **The initiatives in this document are in addition to that work.** We must also be able to deal with emergency or emerging situations. This is not a theoretical possibility but a very real one as floods, wildfires, cyber attacks, and the pandemic of the past three years have made abundantly clear. Combined, all of this is the work plan – not just the initiatives discussed in this document. The simplified diagram below illustrates this.



Annex A shows a list of examples of routine administrative and operational tasks. This list is not designed to be all-inclusive. Rather, it is intended to be illustrative of the reality that with the small staff and limited budget that exists at the City, there is very little capacity to take on work associated with new ideas, strategic thinking and purposeful initiatives. Therefore, the time that is available must be carefully managed and resource management is the key to success. All managers have a role in the coordination and prioritization of the work to get the job done. Council has an even more important role in helping to keep the entire organization focused on the work plan commitments by managing the public perceptions and expectations of the achievable. Discipline is paramount.

As with all initiatives, those outlined in this document will need to be reviewed periodically to ensure they remain relevant. Staff must also retain an agile and flexible spirit since there will be unforeseen urgencies that will oblige changes to the work plan, perhaps “bumping” some of the pre-planned items listed within this document.

Setting the Priorities

First and foremost, everyone must recognize that routine operations will continue. This includes but is not limited to: the provision of public safety services; the provision of water, sewage treatment, and other public works; growth and development activities; transportation services; environmental services; sports and recreation; fleet services and maintenance; finance and administrative services; infrastructure renewal; and corporate services (illustrated in some detail at Annex A). Routine activities consume most of Administration’s time and will continue to do so. Moreover, within these routine activities, there are many continuous improvement initiatives that have already been identified and, no doubt, more will become evident as the team continues to embrace a continuous improvement culture. **None of this required work is detailed in what lies ahead in this document.**

Therefore, when planning new initiatives and activities, Council and Administration must ensure that they have the capacity to complete them. Unlike large cities who have dedicated strategic planners and policy developers, in Yellowknife, the managers charged with daily and routine operations are the same people who must carve out time for emerging initiatives, special projects, strategic thought and policy development. Clearly, there are more ideas than there is time, people, and money to implement them. The team must therefore have a mechanism by which to prioritize their work.

For this document, in consultation with the Senior Leadership Team and based on Council’s Strategic Objectives, a categorization system has been used to properly manage all the projects. Determination of the categorization level, or “Tier”, was determined by considering: priority; amount of time required to complete; budget; scope of public consultation, involvement of GNWT; and availability of staff. As an example, a project could be a Tier 4 or 5 and yet be a top priority. Its higher tier level might be a function of the scope of the project or when the expertise can be assigned to the project.

The following classification system is being used:

Tier 1. Initiatives that have already commenced or will commence in 2024 and aim to be completed before the end of the year.

Tier 2. Initiatives that have already commenced or will commence in 2024 and aim to be completed before the end of 2025. Most of the projects in this category are multi-year efforts.

Tier 3. Initiatives that will be undertaken in 2025 and completed in that year.

Tier 4. Initiatives that have commenced or will commence as soon as practical and aim to be completed before the end of 2026. Most of the projects in this category are multi-year efforts.

Tier 5. Initiatives that will commence no later than 2026. Duration to be determined, in some cases.

Tier 6. Initiatives that will be undertaken as (and if) time permits. In the latter years of this initiatives plan, as part of the regular and recurring reviews, these items might be formally programmed.

2024 and 2025 (initiatives and routine activities) are over-programmed. This is intentional so that if something stalls for whatever reason, the staff can quickly shift to other projects. As 2024 and 2025 unfolds, adjustments will be made, based on Council's priorities and the ever-changing situation. There should be some flexibility to add additional items in 2026 and beyond. Adaptability and agile response are essential for success.

The Initiatives

Enumerating and prioritizing the routine tasks in service delivery and supporting functions (and the related continuous improvement initiatives) is not the purpose of this document. Most are illustrated at Annex A simply for awareness. What all employee groups do daily is captured in several other source documents such as standard operating procedures, by-laws, regulations, policies, standing plans and directives, and through the application of common practices. The table that follows captures those initiatives over and above the routine activities and the routine improvement initiatives.

It is also important to note that not all aspects and objectives within *"Council Strategic Directions 2023-2026"* have specific initiatives in this document. The way the city conducts daily operations and manages budgets will, in and of itself, contribute to the strategic objectives listed within the strategic direction.

For an initiative to be included in the list below, it must satisfy certain requirements. Otherwise, it is considered routine operations:

- The initiative requires involvement of multiple departments within the City staff; and
- The initiative must have direct and significant impact on the community; and
- The initiative requires prolonged hours of involvement by all levels of the management team; and
- The initiative must conform to Council priorities.

With the exception of preparation of the Budget and the legislated update requirements to the Community Emergency Plan, annually recurring items are not considered as initiatives but rather as routine operations.

Tier	Initiative	Comment	Project Lead	Estimated Completion
1	Emergency Evacuation Plan	Through contracted support. Working draft in 2024. Final version in 2025	PS	Q2 2024
1	Community Emergency Plan	Legislated. Annual update requirement	PS	Q2 2024
1	Compensation Policy for Emergency Response	To recognize extraordinary work hours in emergency response	HR	Q2 2024
1	Hotel Levy and Governance	Will address all types of short-term accommodation	EDS	Q4 2024
1	Development Incentive By-law (HAF)	Replaces out-of-date version	PD	Q3 2024
1	Job Classification Renewal	Required for Collective Bargaining	HR	Q2 2024
1	Land Administration By-law (HAF)	Streamlining land transactions	PD	Q3 2024
1	Transit Rebranding and Revisions	New routing, schedules, fares and advertising	PW	Q4 2024
1	Review of Budget Process	Must be streamlined prior to work on 2025 budget	CORP	Q3 2024
1	Round Table: Homelessness	Working session to share thoughts and ideas and identify tangible action items	CS	Q2 2024
1	Transition to New Rec Program Software	Ongoing. Old software no longer meets city's needs.	CS	Q4 2024
1	Development of Public Engagement Guidelines and Tools	To provide clarity on requirements and norms to achieve effective outreach. Identify tools. Manage expectations	EDS	Q4 2024
1	Development of Financial Policy: Mill Rate	Required for budget deliberations	CORP	Q4 2024
1	Development of Financial Policy: Asset Management	Required to manage capital funds in absence of asset management plan but recognizing general condition of existing assets	CORP	Q3 2024
1	Development of Financial Policy: Investment	Required for budget deliberations and for long-term financial planning	CORP	Q3 2024
1	Development of Budget	Keystone document on annual basis. Capital and Operating	CORP	Q4 2024
1	Update Livery License By-law (Taxis)	Updates for safety, administration, and accessibility	EDS	Q4 2024

Tier	Initiative	Comment	Project Lead	Estimated Completion
2	Business License Way Ahead and Plan	Need long-term vision/approach for business licenses	EDS	Q3 2025
2	Fundamental Review of City Policies – Situational Awareness	Phase 1. Must identify all policies, directives and guidelines that exist and their relevancy	CC	Q2 2025
2	Enterprise Resource Program – Needs Assessment	Phase 1. Identify needs for an integrated software and process solutions for seamless work flow in and between all municipal functions	CORP	Q4 2025
2	City Hall Functional Assessment and Path Forward	Address health and safety, lack of space, and quality of workspace concerns	PW	Q3 2025
2	Waterline Intake Replacement Project	Current intake line at ‘end of lifecycle’	PW	Q3 2025
2	Solid Waste Transfer Station Establishment - Initial Capability	Interim functionality. Follow phases will further enhance our ability to divert waste from landfill	PW	Q2 2025
2	Community Wildfire Protection Plan	To ensure life cycle management of created protection measures/assets	PS	Q2 2025
2	Implement Viable Recommendations from AAR of 2023 Wildfire Season	Phased approach over several years. Some key recommendations will have target dates in 2025	PS	Q2 2025
2	Collective Bargaining (3)	Ideally sooner	HR	Q4 2025
2	IT Review/Audit	First step towards a long-term IT strategy/funding	CORP	Q3 2025
2	Safety Directives and Procedures Update	Require updating	HR	Q4 2025
2	Aquatic Centre	Planned opening in February 2025	CS	Q1 2025
2	Agenda Management Software	Enhance records creation and management	CC	Q2 2025
2	Planning and Development Internal Directives and Process Updates (HAF)	Many continuous improvement initiatives ongoing - funded through the Housing Accelerator fund	PD	Q2 2025
2	Completion of RIMP Way Ahead	Consultant’s report Q2 2024. Public engagement and staff recommendation thereafter	CS	Q2 2025
2	Truth and Reconciliation Initiatives: <ul style="list-style-type: none"> • Land Acknowledgement • Explore re-naming of 50th Ave • TRC Monument 	Analysis has been requested by Council on re-naming of 50 th Ave. May need to be considered as part of larger initiative identified in Tier 4. Must also consider results of ongoing review of land acknowledgement	Co-Lead CS/CC	Q3 2025 Q4 2025 Q2 2025
2	Round Table: Development	Working session to share thoughts and ideas, discuss barriers and identify tangible action items	PD	Q1 2025

Tier	Initiative	Comment	Project Lead	Estimated Completion
2	Review of Levels of Service	Develop Council approved levels of service for delivery of all core municipal functions. Drives budget and asset management	CORP	Q4 2025

Tier	Initiative	Comment	Project Lead	Estimated Completion
3	Budget 2026	Annual requirement	CORP	Q4 2025
3	Round Table: Climate Change	Working session to share thoughts and ideas and identify tangible action items	PD	Q2 2025
3	Community Safety and Well-being Plan	Keystone document. Focus on downtown core but will cover entire city. Explore all general safety challenges (such as street lighting, noise, crosswalks, fire response capacity, speeding) and the city's role and responsibilities/actions in well-being of residents	Co-Lead PS/CS	Q4 2025
3	Development of Financial Policy: Wage Escalation	Required to ensure sustainable/affordable salary increases in the long term.	CORP	Q2 2025
3	Tourism Strategy	Refine work completed through contracted support. Ensure a clear understanding of level of ambition. Must clearly define role of city in tourism, long-term vision for the Visitor Centre, and desired visitor services	EDS	Q4 2025
3	Governance By-law Review	To save time by becoming more efficient at meetings. Will also enhance effectiveness	CC	Q4 2025
3	Develop a set of Work/Life Balance Initiatives	Explore options to reduce stressors at the work place to address mental health challenges, attraction and retention challenges and general well-being of workforce	City Manager	Q4 2025
3	Records and Information Management Audit and Review	Current record management is cumbersome and inefficient	CC	Q4 2025
3	Communications Strategy and Guidelines (including Place Branding)	Provide detail on communications structure, roles, and tasks. Provide guidance to entire corporation on effective public affairs and outreach. Develop place brand	EDS	Q3 2025
3	Development of Financial Policy: Subsidization	Clearly define guidelines for subsidization of both core and discretionary municipal services	CORP	Q4 2025

Tier	Initiative	Comment	Project Lead	Estimated Completion
4	Election Preparation	Will begin in 2025	CC	Q1 2026
4	Asset Management Plan – Condition Assessment	Essential 1 st step in process	CORP	Q1 2026
4	Asset Management Plan – Complete	Keystone document. Will be key determinant in all capital project decisions and will also directly influence levels of service possible. Will guide deliberations on balance between new capital projects and replacement of existing assets	CORP	Q4 2026
4	Truth and Reconciliation Initiatives: <ul style="list-style-type: none"> • Re-naming of Parks, Lakes, and Numbered Streets/Avenues • Arbour Development 	Develop holistic approach and plan for renaming of parks, lakes and numbered streets/avenues to reflect the history and heritage of the city, and region. Effort will be almost entirely focused on indigenous considerations	Co-Lead CS/CC	Q4 2026
4	Develop an Active Transportation and Public Transit Strategy/Plan	Provide an overall strategy with specific objectives to address all forms of active transportation and public transit in a pragmatic and affordable manner.	Co-Lead PD/PW	Q4 2026
4	Re-write Community Plan and Housing Policy (HAF)	Current Plan requires complete re-write	PD	Q4 2026
4	Water Rate Review	Address equity and fairness while ensuring affordability	CORP	Q1 2026
4	Fundamental Review of City Policies – Review Complete	2 nd Phase of review of city policies, directives and guidelines. New documents developed and approved	CC	Q2 2026
4	Varied Planning Projects and Housing	Ongoing beyond completion date but bulk of projects related to HAF will be complete	PD	Q4 2026
4	Succession Plan	General approach will be developed and introduced in early 2025. Individual succession plans for managers in place on completion date.	HR	Q1 2026
4	Interim Talent Management Strategy and Action Items	Strategy complete in 2025. Ongoing work on action items thereafter. Succession Plans form part of this strategy	HR	Ongoing Bulk of action items complete Q3 2026
4	Kam Lake Development Plan	Develop light industrial subdivision on west side of city.	PD	Q3 2026

Tier	Initiative	Comment	Project Lead	Estimated Completion
4	Economic Development Strategy	In addition to best-practice elements of an excellent strategy, must clearly define city's vision, level of ambition and resourcing. Should also address retail revitalization, and an MOU with the Resource Sector (mines) – critical elements for the city	EDS	Q1 2026
4	Joint Economic Development Plan with YKDFN	As a subset of overall economic development strategy. Timeline determined as part of ED Strategy	EDS	TBD
4	Review of Regulatory Delegations from GNWT to City and Develop Action Items	In absence of a City Charter, additional delegations would streamline many processes	Co-Lead PD and EDS	Q1 2026

Tier	Initiative	Comment	Project Lead	Estimated Completion
5	Budget 2027	Annual requirement	CORP	Q4 2026
5	Accessibility Audit Implementation	Action Items ongoing. Requirement to review audit status and determine next steps	CS	Q1 2026
5	Business Continuity Plan	Develop detailed plan on business continuity in emergency situations. Will eliminate ad hoc approach that currently exists	PS	Q4 2026
5	Enterprise Resource Program	Following Needs Assessment, develop plan, purchase hardware and software, and implement. Timeline determined after Needs Assessment	CORP	TBD
5	Develop Strategy for Workers' Camps	Determine whether additional controls are required, while not limiting development/growth opportunities	PD	Q2 2026
5	Complete Fire Hall Renovation and Expansion Project	Determination of path forward and design (based on funding availability) in 2025. Build in 2026	PS	Q4 2026
5	Climate Change Plan 2026-2036	Update required to current plan	PD	Q4 2026
5	Develop Renewed Performance Measurement Framework and Dashboard	To help guide resource management and establishment of priorities	TBD	Q4 2026

Tier	Initiative	Comment	Project Lead	Estimated Completion
6	Explore Possibility of City Charter	A City Charter could empower City to be more agile and forward thinking		
6	Arts and Culture Masterplan	To promote the Arts and support diversity		
6	Mid-term Review of Council's Strategic Directions	Reflect on progress to date, the current situation and the adjust strategic direction if necessary		
6	Enforcement Measures Review within By-laws	Require complete revision		
6	Review of Agencies, Boards and Commissions	Terms of Reference and structure should be reviewed		
6	Strategy on Non-Owner Occupied Rental Dwellings	As we assess success of varied housing initiatives, re-examine whether Air B&Bs require additional regulation to address housing shortfall? If so, what?		
6	Heritage Committee Strategic Plan Update	Self-explanatory		
6	Home Energy Retrofit Program	Work with GNWT		
6	Explore Possibility of an Arts Centre	To promote the arts		
6	Regulation of Tent/Fabric Structures	Public safety and development considerations		
6	Holistic Parking Strategy	A review required		
6	Implement Agriculture Strategy	Work with GNWT		

Important Notes:

1. **Several initiatives identify reviews, audits and plans to be completed in 2024-2026. Once complete, these will then necessitate many new implementation initiatives in the 2025 and beyond timeframe, with most being in 2026 and later.**
2. There are several keystone documents within the above table. These documents will be the primary supporting documents (keystone) to "*Council Strategic Directions 2023-2026*" and to Council's articulated priorities. These documents are intended to address areas holistically and will therefore be critical plans and/or strategies moving forward. They are intended to focus effort and minimize additional patchwork ideas that may not align with the larger strategy or plan and that detract from the main efforts. The keystone documents, once approved

by Council, will generate additional work initiatives and action items that will need to be programmed within the work plan. The keystone documents are:

- a. Annual Operating and Capital Budgets. Funds all activity within a given year. Additional expenses outside of the approved budget adversely affect the financial discipline required.
 - b. New Community Plan and Housing Policy. Essential to encourage smart growth and development within the city.
 - c. Community Safety and Well-Being Plan. With an emphasis on the downtown core, but covering the entire city, this plan maps will outline safety requirements and the city's role in addressing the well-being of our residents.
 - d. Active Transportation and Public Transit Plan. Will provide an overall strategy with specific objectives to address all forms of active transportation and public transportation in a pragmatic and affordable manner.
 - e. Asset Management Plan. Examines challenges of city's aging infrastructure and determines solutions to address the infrastructure deficit and to properly 'life cycle manage' all assets.
- 3. There are many regulatory requirements associated with our water license, sewage and waste management. These are stand-alone work plan items and are highlighted at Annex B. In their totality, they form a large commitment for Public Works and Engineering and must be carefully considered when exploring additional workload ideas.**

Advocacy

In addition to the initiatives identified above, there are key advocacy efforts required with the Government of the Northwest Territories. These should remain active and ongoing until satisfactory results are achieved. **The social and health challenges within the city are well documented and must be addressed. This should be pervasive in all discussions and undertakings with the GNWT.**

Having too many “asks” of the higher level of government can cause lack of focus and make success more challenging to achieve. Therefore, what follows are the recommended advocacy efforts in general order of priority and are in addition to addressing the social and health challenges. With Council focused on these at the political level and staff doing the same with Territorial senior administrators, success should be possible:

1. Establishment of a major post-secondary institution in Yellowknife. This initiative seems to be stalled. A talent pipeline is critical to growth. Sources for potential skilled employees is always a priority consideration for businesses considering establishment or expansion within a city. Such an institution would also help with retention of the city’s youth; a key element in any growth strategy.
2. Transfer payments to municipalities. Previous correspondence clearly identifies and recognizes that there is a shortfall of transfer payments to Yellowknife based on the funding formula. Annual recurring deficit is over \$8 million, which is approximately 10% of the city’s total budget, and this shortfall must be rectified.
3. Transfer of Commissioner land. To enhance possibilities and attractiveness of Yellowknife for major building development.
4. Airport image and capability enhancement. The airport, which is the predominant gateway to the NWT (and the first impression for visitors and potential businesses) is sub-optimal in terms of both image and capability. The terminal needs a major “facelift” and this should be funded immediately. Enhanced capabilities would also be very beneficial to allow larger passenger aircraft to land and be properly handled.
5. Address missing or inadequate legislation at Territorial level. The list is long and requires additional fidelity but some examples of required legislative work are: Delegation of Subdivision Authority; Cemetery Act; Delegation of Authority for Community Plan Approval; a revised Public Land Act (merge the *NWT Lands Act* and the *Commissioner’s Land Act*); modernization the *Cities Towns and Villages Act*; modernization of the *Community Planning and Development Act*; establishment of a NWT Building Code; and modernization of the *Property Assessment and Taxation Act*.

6. Municipal Boundary Change with YKDFN. Agreed to in principle by all parties, formal staffing and legislative change now required and appears to be stalled.

Efficiency Recommendations (To free up time)

Several easily implemented actions would improve efficiency and therefore free up time to address the work plan:

1. GPC and Council Meetings.

- a. Decrease frequency of GPC meetings to once every two weeks and schedule on same Mondays as Council meetings. This will give back to staff the equivalent of more than one work day every two weeks. Limit discussion at GPC and Council meetings in accordance with the Governance by-law to no more than 10 minutes per Councillor.
- b. Remove “New Business” from Council agendas. It is a ‘best practice’ to not introduce new business at Board meetings. New business should be introduced through consultation with City Manager or Mayor and formally scheduled. Last minute introduction of new material leads to prolonged and unfocused discussion and/or debate.
- ~~c. Remove “Administrative Inquiries” from Council meetings. Such inquiries are best sent to the City Manager directly, to allow staff to investigate prior to providing a reply. Should the item then require discussion at a GPC, the Councillor could request that the City Manager schedule accordingly. Council members shall submit “Administrative Inquiries” to the City Manager no later than 10:00 a.m. on the Thursday preceding a meeting to permit staff to investigate the matter prior to providing a reply.~~
- d. Council information packages will be released no later than the end of the work day on Thursdays prior to GPCs and/or Council meetings. Staff will be available on Fridays and Mondays to answer questions. Recommend that Councillors provide their questions to the City Manager and/or Directors in advance so that Administration can be properly prepared to answer questions at the meetings. Ideally, many of the questions, if just for clarification, can be resolved prior to the meetings; thereby saving more time.
- e. Redesign format and content of Administration reports to Council for: clarity and precision; to better highlight critical elements; and to eliminate information that is not required for Councillors to form their opinions and for Council to render decisions.

2. Delegations to GPC or Council (Presentations). There are statutory requirements to allow specific types of delegations/representation before Council. These must continue. There are other presentations that may be of interested to Council. These should be scheduled but only after there is a clear understanding by the staff of the scope and content of the presentation. This will enable a mechanism to ensure that valuable Council time is not wasted on presentations that are not linked to the functions of a municipal government. There are also requests to present whereby the organizer wishes funding or 'service-in-kind'. These presentations should not be scheduled at routine GPCs or Council meetings. There are processes in place whereby groups or individuals may ask for grants, and there is also scope to ask for consideration of funding within the public consultations of the annual budgetary process. To allow 'asks' outside of process attacks the discipline required in budget management. It is also extremely time consuming since the presentations may lack balance, may use invalid comparators, may have inaccurate facts, may underestimate costs, and may exaggerate outcomes. All this must be verified and detracts from other priority work of the Administration. It is also unfair to those organizations that follow process to request support, to then consider funding those who circumvent process. The City Manager should be empowered to review any requests for presentations and determine whether they are appropriate. If there are requests for funding or in-kind support, the presentation should be denied and the organizer referred to the budgetary process or to the grant application processes.
3. Enhanced Communications between Directors and Council. Current protocol asks that all correspondence from Councillors to staff flow through the City Manager. This creates inefficiency and limits understanding and teamwork between the senior leadership team and Councillors. Recommend that Councillors be allowed to correspond by email or phone with Directors but still remain restricted from corresponding with other staff. This should improve communications flow. However, this recommendation is provided with a critical caution. Councillors must limit the number of emails to Directors. Every email consumes valuable staff time. Moreover, there will be a tendency to ask operational or administrative questions. This should be avoided since the role of Council is strategic and policy driven. The City Manager must still be included on any correspondence to/from directors, and directors will respond to all Councillors when questions are asked by any one Councillor – to ensure all have the same information.
4. Customer Service Approach and Feedback Mechanism. The current system sees customer service comments, questions and concerns channeled to the staff through many different avenues, including in person inquiries at city hall, emails to staff, email to Councillors, social media, and even comments via mainstream media. Receiving inputs from this many sources makes prioritizing requests problematic and makes tracking items for responsiveness and completion almost impossible. A 'one stop shop' for customer service would be ideal but the City staff is simply too small and can ill-afford the costs associated with such a model. Therefore, it is recommended that six distinct contact points be established (with publicized email addresses and/or phone numbers) and that all inquiries, including those sent to councillors, be referred to one of the contact points. The entire team should then discipline themselves to ask the customers to work

directly with the contact points and NOT act as intermediaries between the customer and the applicable service area. The six recommended contact points would be established as follows:

- a. Public Works
 - b. Finance
 - c. Community Services
 - d. Planning and Development
 - e. Municipal Enforcement
 - f. Office of the City Clerk/Miscellaneous
5. Motions without Notice. Commonly referred to as ‘motions on the fly’, their introduction into any meeting of Council is counter-productive, consumes valuable time and are inherently risky since all aspects and impacts may not have yet been considered. Staff have not had any opportunity to provide their professional advice and councillors have not had time to reflect on that advice and develop their own opinion on the matters. Recommend that motions without notice not be considered when presented. They should either be defeated or, if the motion is deemed to have merit and is considered worthy of a disruption in the work plan, referred to the City Manager. They could then be re-introduced to Council or GPC with all material facts and staff considerations.

Structure

The entire structure of the City’s work groups should undergo a formal review to ensure that the organization is best structured to deliver the required core municipal services and move forward on other Council priorities and supporting initiatives. This review is programmed within the initiatives above. The managerial structure review will be completed and implemented first, since it is recognized that the review and reorganization of the unionized work groups will take more time. This is not a cost-cutting exercise. In fact, it is likely that the review will identify modest increases that are required to the city workforce.

There are two urgent requirements that should not wait until the review is complete. We are not providing sufficient timely communications and outreach to the community. This leads to uncertainty, frustration, lack of awareness, and increased customer service concerns and complaints. To address this significant challenge, there should be immediate approval for two additional positions.

1. One additional communications officer within the communications team. This will allow the city to push more information to the public (using all forums and mediums) in a timely manner.

2. One customer service outreach coordinator within Public Works. Public Works receives the majority of customer service comments and questions and, generally speaking, most are complex and emotive. It is the staff's responsibility to engage with and address customer comments and questions. However, the reality is that the current structure obliges managers to spend too much time on this, at the expense of their other work. A customer service outreach coordinator will free up a significant amount of time for leadership and management within Public Works and Engineering.

There are sufficient funds within the 2024 salary wage envelope to cover the costs associated with hiring these two individuals for the last six months of this calendar year and their continued salary thereafter would be incorporated into the 2025 budget.

Work/Life Balance and Quality of Work Conditions

Too many employees are working too many hours. The amount of work, the inherent stressors, and the pace of activity are extremely high and are leading to mental and physical health challenges, and family stress, where increased compensation alone is usually not the solution.

There is also sub-optimal work spaces within city hall and at other City-owned locations. This exacerbates morale, diminishes work productivity and in most cases, also generates health and safety concerns.

Therefore, within the initiatives plan you will note two important undertakings. A review to determine possible options to address work/life balance and the stressors at work, and a review of City Hall office space to determine a long-term solution to the workspace challenges. A review of other workspaces within the city would need to wait until after the structural review.

Conclusion

This work plan is a very ambitious program that will require periodic additional guidance from Council to focus Administration's efforts. The purpose of this document is to provide an overarching roadmap to help manage the work of the staff. Progress will be evaluated through performance measurement and adjustments will be made and properly communicated as the team progresses through the years and through this heavy workload.

There will always be a desire to complete initiatives more quickly but the reality is that this is not possible in most cases. This is why some items have been programmed over two years or for later years. Most initiatives require public consultation and the involvement of other stakeholders. This engagement is critical to success but it also takes time and can therefore affect completion dates; since consideration must be given to the schedule and workloads of other organizations, stakeholders, subject matter experts and consultants. Administration will work as hard and as

efficiently as possible to complete the assigned tasks. Direction from the senior leadership team will be provided as appropriate to the staff, based on Council priorities to keep the required focus and discipline.

This document will also be used to inform Council as they deliberate on new ideas or initiatives, in that the city manager will be able to explain what may need to be delayed should Council wish to explore other projects.

In closing, everyone should recognize the tremendous work that has occurred in past years. As the team works its way through the remainder of 2024 and then into 2025, the leadership and management challenge will be to ensure a work/life balance that maximizes outputs but that also cares for our people.

JC Collin
City Manager

ANNEX A

ILLUSTRATIVE LIST OF ROUTINE OPERATIONS AND ADMINISTRATION

Human Resources

- Attracting, sourcing, and hiring suitable candidates for job openings.
- Developing job ads and specifications.
- Conducting interviews and selection processes.
- Administering pre-employment tests and background checks.
- Facilitating new hire orientation programs.
- Providing information on company policies, benefits, and procedures.
- Coordinating with other departments to ensure a smooth onboarding process.
- Issuing ID badges.
- Initiating payroll and benefits documentation.
- Handling employee grievances and disputes.
- Mediating conflicts between employees or between employees and management.
- Implementing disciplinary actions when necessary.
- Handling whistleblower complaints in accordance with company policies and legal regulations.
- Conducting workplace harassment investigations and taking appropriate corrective actions.
- Developing and implementing performance appraisal systems.
- Providing feedback and coaching to employees.
- Identifying training and development needs.
- Rewarding and recognizing employee performance.
- Assessing training needs and developing training programs.
- Organizing and facilitating workshops, seminars, and other learning opportunities.
- Monitoring and evaluating training effectiveness.
- Supporting employees in their professional growth and development.
- Arranging duty travel for out of town training, professional development, and conferences.
- Managing training budgets for each division.
- Managing salary structures and compensation plans.
- Developing job descriptions.
- Classification of job descriptions.
- Conducting salary surveys and market research to ensure competitive compensation packages.
- Administering benefit plans such as health insurance, dental coverage, life insurance, and retirement plans.

- Serving as a liaison between employees and benefit providers.
- Communicating benefit information to employees and addressing inquiries or concerns.
- Promoting physical, mental, and emotional well-being among employees.
- Organizing wellness programs and initiatives, such as fitness challenges, mindfulness sessions, and health screenings.
- Providing resources and information on healthy lifestyle choices, nutrition, and stress management.
- Offering employee assistance programs (EAPs) for counseling and support services.
- Conducting exit interviews to gather feedback and insights from departing employees.
- Coordinating the return of company property, such as keys, badges, and equipment.
- Processing final payroll and benefits documentation.
- Communicating departure details to relevant departments, such as IT for account deactivation and Facilities for workspace clearance.
- Processing payroll accurately and timely.
- Calculating wages, deductions, and withholdings.
- Ensuring compliance with tax regulations and statutory deductions.
- Issuing paychecks or electronic transfers to employees.
- Maintaining payroll records and employee pay history.
- Timesheet management.
- Developing and updating HR directives and procedures.
- Ensuring compliance with labor laws, regulations, and industry standards.
- Providing guidance on legal and ethical issues related to employment practices.
- Conducting internal audits to assess compliance levels.
- Promoting a positive work culture and organizational values.
- Planning and organizing employee engagement activities and events.
- Conducting employee satisfaction surveys and feedback sessions.
- Implementing initiatives to improve employee morale and retention.
- Ensuring a safe and healthy work environment.
- Developing and implementing safety directives and procedures.
- Conducting risk assessments and implementing preventive measures.
- Managing workers' compensation claims and return-to-work programs.
- Handling workplace accommodations and return-to-work programs for employees with disabilities or medical conditions.
- Implementing and maintaining HR Information Systems (HRIS) software.
- Managing employee data and records.
- Generating HR reports and analytics for decision-making purposes.
- Ensuring data privacy and security compliance.
- Negotiating collective bargaining agreements with labor unions.

- Addressing issues related to union representation, contract interpretation, and grievance procedures.
- Facilitating communication between management and labor representatives.
- Ensuring compliance with labor laws and regulations governing unionized workplaces.
- Managing employee relocations, including coordinating moving logistics, housing assistance, and other relocation benefits.
- Tracking and managing employee attendance records.
- Implementing policies and procedures related to attendance, including time-off requests and scheduling.
- Attendance audits.
- Implementation attendance management programs when required.
- Administering leaves of absence, including Workers' Safety and Compensation Commission (WSSC) and Long-Term Disability (LTD) leaves, Deferred Salary Leave, Parental, Maternity, Compassionate Care Leave etc.
- Providing support and guidance to employees on leave entitlements and return-to-work processes.

Planning and Development

- Customer service (phones, emails, in person meetings).
- Processing of planning applications – zoning, development permits, variances, etc.
- Processing building permits – foundation, structure, mechanical, etc.
- Processing land applications – leases, purchases, easement, etc.
- Processing applications for occupying city land.
- Processing applications for encroachment or LOO.
- Policy development – internal directives, procedures.
- Identify and action unauthorized construction.
- CityView modernization (PandD)
 - Climate Change and Environment
 - Review of current plans and policies
 - Evaluation of the current program – success and challenges
 - GHG emission inventory 2015-25
 - Develop new Climate Change Plan (which incorporates energy plan)
- RFP for consultant
 - District Heating (biomass)
 - Home Energy Retrofit
- Monitoring current policies and by-laws – recordings, tracking, and proposed edits.
- Monitoring service standard timelines.
- Processing requests for information.

- Drafting and executing development agreements, title, transfer documents, lease amendments, etc.
- Processing of site plans, real property reports.
- Tracking planning and development finances, deposits, permit fees, assurances, securities, etc.
- Building inspections.
- Servicing connections inspections.
- Planning Projects:
 - Kam Lake Development
 - Taylor Road Development
 - School Draw Development
 - Gitzel Development
 - Niven Development
- Zoning By-law amendment to add two new medium density zones
- Development Incentive By-law development
- Repeal and Replace Land Administration By-law
- Review of City Land for disposal for development purposes
- HAF
 - Housing Needs Assessment
 - Infill – policy, zoning, subdivision, service, grading and sale
 - Density – policy, zoning, land development
- Disposal of City property – public consult, zoning, subdivision, service, grading and sale
- Development process – update applications, CityView, timelines, etc.
- Development Incentives – drafted for HAF
- Parking – reduce parking requirements and create alternative options
- Affordable Housing – policy, formula, CP update, update development agreements
- Tracking, reporting, budget, communications, consultation
- Managers manage staff (HR, mentoring, development, etc.)
- Respond to emails and meeting requests
- Draft formal responses (land, planning, GNWT applications, etc.)
- Update purchase and lease agreements (Ed, managed by Lands)
- Director and Managers meet Tuesdays
- Manager meet with PW Manager Engineering Mondays
- Records, applications, agreements, terms and timelines monitoring, checking
- Enforcements of terms of agreements
- Directors meetings

- Attend GPC, Council, other Committee as required (Director)
- Heritage committee
- Accessibility committee
- Giant Mine Remediation Project Committee
- Monitor and advance application of the City for Land from the GNWT
- Website maintenance and monitoring, update as required
- Meeting with division staff – Managers x2, Director x1
- Budget work (varies throughout the year)
- Visa's, invoicing, financial planning
- Take back of land processing (Manager, land officer, legal)
- Managing legal issues and working with legal staff
- Implementation of design standards within applications and decisions
- Quarterly Stats Can reporting
- Twice a year CHMC reporting
- Yearly PER's
- Quarterly land reports to council
- Quarterly development reports to council
- RFP process as required (Manager and Director)
- Development Appeal Board (Director, Managers, Planner, Legal)
- GPC Memo (Director, Managers, staff)
- GPC or Council Presentations (Director, Managers)
- HR issues, harassment, workplace complaints, etc. (Director or Manager)
- Presentations or Participation in outside agency meetings (Director, Managers)
- Enforcement of by-laws, through administrative process, advanced to Legal as required
- Harbour Discussions (Director)
- Director is on Job Classification Committee
- Job Classification Renewal (Director and Managers)
- File documentation (email, DM, etc.)
- City Hall functional assessment (director as required)
- ICS training as required
- Respond to media enquiries
- Director is member of LEMO
- Director meets with YKDFN Director of Planning
- Hire three staff for vacant positions – once JD's are done, and Sr. Planner is a thing, hire

- Manager on Asset Management Committee
- Work to facilitate staff and manager training opportunities
- Water access and dock at Giant

Community Services

- 2023 Capital Carry Over projects
- 2024 Capital Projects
- Outdoor Rec, Parks Equip, Accessibility
- Agreement renewals
- CAB Reaching Home funded program reviews
- Arts and Culture Master Plan Implementation Strategy development
- Office space development City Hall, Aquatic Centre
- Complete the Street Outreach Program assessment and implement recommendations.
- Revive the C/S Development Standards work and strive for completion
- Level of service standards development,
- Implementation of City Works
- EOC/LEMO
- Training: Management; EOC, De-escalation; suicide prevention
- Library Lease Space renewal – Office dev't
- Facility Advertising – selling, follow up with existing
- Sponsorship development - Aquatic Centre naming, component and Pouring Rights
- Budget Prep – O&M as well as Capital
- Wayfinding strategy implementation
- Lakeview Cemetery mapping
- Point-in-Time Count
- Committees – Grant Review, CAB, Accessibility,
- Staffing recruitment/personnel issues
- C/S work team development
- Public enquiries/Click 'n' fix
- Council enquiries
- Grant Applications and reporting
- Field bookings - indoor and outdoor
- Ice bookings

- Special Events - Communication plans review and approval
- Special Event planning, support, execution
- Performance Evaluations
- Job Description review and follow up
- Xplor Recreation testing
- Website updates - facilities schedule - holidays, seasonal changes, cancellations
- Summer Recruitment - Day camp staff
- Coverage for staff - Aquatic supervisor, Special Event Coordinator, Recreation Programmer
- Aquatic Centre - purchases, procedures, general operations
- Homelessness round table
- New staff orientations
- Developing and managing RFPs and tenders.
- Management of several capital projects.
- HR issue such as workplace incidents, harassments complaints, grievances, etc.
- Participation in collective bargaining.
- Memos to council
- Staff meetings and in-services
- Staff scheduling – trouble shooting shortages
- Communication with the public on complaints, enquiries
- In kind donations
- Facilitating Large volumes of facility passes
- Ongoing maintenance issues in Recreation facilities – large scale repairs
- Purchasing supplies – uniforms, equipment
- MP Ice making, maintenance and ice removal – general facility operation
- MP Cleaning
- FH maintenance, cleaning – general facility operation
- RIMP Maintenance, cleaning – general facility operation
- Parks maintenance
- Trail Maintenance
- Playground inspections
- Garbage removal
- candidate shortlisting
- Staff interviews
- Staff payroll enquiries

- Time sheet approvals and corrections, entries
- Time off approvals
- Administration of HIFIS
- Administration of When to work – scheduling software
- Facilitating the Joint use agreement
- Negotiating facility use among user groups
- Asset Management building the facilities list, service standards, daily time sheets, etc.
- Prioritize workload and job priorities based on service standards
- Manages and replies to all concerns whether through Click and Fix, Calls etc.
- Onboarding, training
- Performance Management, training and dev, processes, resources and procedures
- Business processes document, streamline and communicated
- Ensure staff, volunteers and contractors comply with Health and Safety and OH&S
- Long range planning
- Regular site inspections, safety oversight
- HVAC, boilers and district heat systems and Building Repairs/Capital Projects for all Recreation facilities
- Trades support to all Community Services buildings, City Hall and the Fire Hall.
- Plantings and trees in gardens, boulevards and streetscapes
- Outdoor Trails and paths around City Hall including entrances snow removal and sweeping
- Litter control throughout City approx. 280 cans
- Accessibility Capital Projects throughout The City of Yellowknife Preventative maintenance for all the above
- Dog Park maintenance
- Support to Special Events and Public Events
- Vehicle/Equipment Inspections and some maintenance
- Playground inspection and maintenance
- Asset Management Committee, OH&S Committee, NWTRPA, Liaise with School of Community Government regarding Rec Training
- Divisional Budgeting Capital and O&M
- Negotiates contracts, user agreements, service agreements, RFP, RFT etc.
- FH maintenance and contracts, Inspections, safety, emergency training
- Keeps required paperwork for regulations, asset management, building records
- Purchasing, VISA's,
- Evacuation center, set up and take down, storage
- Planning for wildfire smoke precautions – air cleaners and changes to HVAC
- Zamboni maintenance

- Janitorial work at facilities
- Deal with user groups and PR daily
- Communications about projects, closures etc.
- Janitorial contracts, Fuel contracts, Garbage Contracts, Alarm System Contracts
- Writer's Room and Meeting Room bookings
- Developing and running programs
- Finding program partners and assisting with programs
- Incident reports and ban letter writing
- Setting up new patrons, renewing existing
- Interlibrary loans
- Shelving/organizing
- Cataloguing
- Ordering physical and digital media
- Promoting programs
- Book displays
- Fielding reference questions, including tech support
- Library maintenance
- Responding to media requests

Public Safety

- Collecting information from various sources for a variety of issues/projects/reports
- Significant email outreach (expectations for immediate response, initial requests, drafting responses, follow up requests when don't get answers or flagged for responses, searching for emails to follow-up)
- Dealing with a variety of complaints/requests at varying levels of priority including; public complaints and requests, City Council complaints and inquiries, and media requests.
- Managing expectations – dogs, parking, litter, speeding, pedestrians, school zones, bicycles, etc., especially social services implications (vulnerable, marginalized, homelessness spectrum, low income, seniors, disabled) and dealing with a wide variety of opinions.
- Strategic planning for divisional annual operational goals and objectives
- Inter-governmental engagement, collaboration, and liaison
- Major project management: After Action Assessment (meetings, written correspondence, data collection) overview and support
- Major project management: Fire Hall Renovation and Expansion (meetings, written correspondence, data collection, corresponding with YKFD, PW&E, etc.) overview and support

- Operational management support for two Divisions and one sub-division (Fire Division and Municipal Enforcement (MED) and Public Safety Communications Centre (PSCC)) Personnel and performance management, labor relations and grievances, bullying and harassment complaints
- Contract management
- Service Level Standards: MED, Fire and Emergency Program
- Dispatch Platform upgrade to Priority Dispatch
- Standards of Cover for Fire Division
- Community Risk – identification and reduction program
- Develop a comprehensive Community Emergency Program based on four pillars of EM and building strategies level to support.
- Emergency Operations Center: develop, training, and operationalize tasks.
- Community Wildfire Protection Plan
- Community Wildfire Pre-plan
- Wildfire Sprinkler Protection Deployment Plan
- GIS Development for Public Safety layers and resources
- Fleet support and justification for Fire and MED
- VHF radio communication infrastructure planning and support
- Budget review, planning and preparation
- Reconciling invoices, purchase orders
- Revenue and fee structure review
- 2023 wildfire reporting and records keeping
- 2024 wildfire work planning
- Constant records management of all projects and tasks
- By-law review, assessment, and amendments
- Giant Mine Remediation participation and discussion.
- YKDFN interactions and relationships.
- Implementation and management of city design standards.
- Various public engagement activities for any number of projects.
- Tasks necessary for GPC and Council preparation.
- Managing contribution agreements and reporting (i.e. GAHR and GMRP)
- Consultations with various City departments on inter-operability support or requests
- HR matters like; recruitment, payroll and leave administration
- Collective Bargaining (research, preparation, meetings, bargaining sessions)
- Talent Management Strategy
- Job Reclassification Strategy

- Succession Planning
- OHS Program. (i.e. JOSH, investigations, directive, procedures)
- Various meetings – SLT, LEMO, manager, Management Meetings, GMRP, RCMP, MACA
- YKFD fire protection and response
- YKFD medical response
- YKFD community outreach
- PSCC services
- MED services
 - Emergency response to support YKFD/RCMP/officer safety
 - Proactive traffic enforcement
 - Targeted Enforcement Operations
 - Complaint response and follow-up
 - Call taking, tracking, and reporting
 - Parking enforcement
 - Other by-law enforcement including; dog control, unsightly lands, garbage, public parks, noise, taxis, snowmobiles, ATVS, etc.
 - Territorial legislation enforcement including the Motor Vehicles Act, Dog Act, and ATV Act
 - Executing arrest warrants and other court orders.
 - Significant administrative work, including; court, disclosure preparation, reporting, data/ticket entry, tracking, snowmobile registration, parking pass issuance, and customer service
 - Administers the Administrative Monetary Penalty System (AMPS) in its entirety
 - Administers the Livery Licence By-law including, taxi and chauffeur licensing, inspections, complaints, and examinations
 - Corporate security (City Facilities and Parks)
 - Support to all other City departments in one way or another
 - Standard training includes; use of force, emergency vehicle operations, RADAR/LIDAR operations, crisis intervention and de-escalation, statutory authorities, traffic stop safety, first aid, snowmobile operations, bicycle patrol, and animal control
 - Annual Bike Rodeo and BBQ
 - Safety presentations
 - Downtown engagement, specifically with vulnerable populations
 - Working with residents to gain willful compliance

Office of the City Clerk

- Managing and reviewing agendas for Senior Leadership Team meetings, GPC, and council meetings.
- Reviewing and approving GPC and council follow-ups, GPC reports, and council minutes.

- Managing requests to appear before committee/council, including any presentation material and liaison with Mayor and city manager re. such requests
- Corresponding with and managing the City's webcast calendar and technical issues with webcast provider, SwagIT.
- Review and approve development permit notices for publication.
- Review and approve Capital Update (City's weekly newsletter).
- Responsible for the proper operation of all council chamber technology. Often asked to provide assistance for other users of council chamber.
- First point of contact for many public processes. Responsible for answering phone calls and emails from public.
- Public complaints, both formal and informal. Tracking complaints, director responses, and resolutions.
- Website content review and approval
- Council Portal content updates
- Assisting staff with all Clerk-related questions/issues/documents (DM, council meetings, memos, SLT meetings, agenda management, presentations, follow up tasks, existing policies)
- Providing timely advice to mayor and council, as necessary
- Any required tasks/preparation for LEMO and EOC training
- Participation in Management Steering Committee (coordinating discussion topics, agendas, etc.)
- Manage relationship, reports and invoicing for Integrity Commissioner
- Management of some legal files (for example, WSCC Judicial Review file)
- Monitoring Clerk and Admin budget responsibilities
- Manage and coordinate access to information requests
- Management of Development Appeal Board and related appeals
- Management of Board of Revision
- Work with IT on DM improvements and trouble-shooting
- Drafting memos to council/committee, as required
- Distribution of monthly RCMP reporting
- Monitoring communications emails to ensure Clerks timely support to Communications
- Addressing street naming requests as appropriate
- Managing clerk and admin department staff and manager
- Manage tracking of outstanding council motions and pending by-laws
- Review applications for committee memberships, ensure applications are brought to council when required and ad hoc committee duties (such as revising TOR as directed by council, or committee training as necessary)
- Scheduling
- Managing Access for All Program
- Managing Lakeview Cemetery

- Admin support to Committees of Council
- Admin support to departments
- Booking Travel for Mayor/Council
- Drafting Letters
- Programs Support
- Processing Liquor Permission Agreements
- Processing YATS applications
- Budget Book Compilation
- Boardroom Bookings
- Citywide Catering
- Routine Daily Administrative Tasks
- Development Permits Advertisements
- Processing Engineering Invoices
- Processing Orderly Use of Highways Permit
- Vital Docs/DocuSign
- Council Tracking/Comms
- Records Management
- Citywide DM Training
- Requests for Information

Economic Development & Strategy

- EOC training and emergency preparedness
- Responding to media
 - Acknowledge receipt of request
 - Connect with relevant staff member(s) to obtain an approved response – often takes multiple e-mails
 - Respond to media with approved response
- Media releases
 - Draft content (including quote from Mayor)
 - Obtain approvals
- Communications plans/Public Engagement for city initiatives
 - Aquatic center
 - Transit revamp
 - By-law changes (zoning, building, etc.)

- Budget
- Recruitment
- General City updates
 - Road closures
 - Water breaks
 - Facility closures
 - Programs
 - Safety (back to school, thin ice, clean sidewalks, etc.)
- Reviewing contracts
- Accessibility Committee
- Responding to complaints
- Collective Bargaining
- YKDFN partnership/relationship/work – JEDS
- Attending meetings (GPC, Council and directors, LEMO)
- Responding to legal questions/queries
- Responding to lawsuits
- Assist with Contract management
- Visitor Centre operations
- Working with partners – Mineral resource sector, NWTT, ITI, etc.
- GROW projects – Transform your yard
- Funding applications and reporting requirements
- Giant Mine – working group, SEAB, etc.
- Office space – creation
- Shop local programs
- Drafting memos to committee
- Drafting by-laws, policies, legislative submissions
- Drafting speaking notes
- Preparing presentations for Mayor and City Manager

Corporate Services

- Audit/Interim Audit
- Prepare Financial Statements
- Forecasting (Quarters 2 & 3 /August for Budget)

- Audit Committee meetings
- Conduct Food Truck Lottery
- Bingo and Lottery Licenses Approval
- Grant reporting
- Business Licenses
- Reaching Homes Reporting/Audit
- Statistics Canada Surveys
- Customer services and queries
- Accounts Payables and Accounts Receivables
- Budget Management
- IT Security and Server Patching
- Workstation Patching
- Firewall Updates
- Switch Updates
- VMWare Updates
- SAN/Storage Updates
- Firepower VDB/Policy Rule updates
- Backup Review & Testing
- Annual Emergency Radio Health Check
- Review Monthly Vulnerability Assessments
- Mill Rate Calculations
- Ongoing liaison with YK School Boards
- Update Installment Plan Enroll, land title, mortgage report
- Manage Senior/Disabled Grant program & adjustment
- Reconcile Property Certified Assessment Roll, 1st & 2nd Revision
- Prepare & Mail out Property Assessment Notice, Interim & Final Levy Notice
- Manage Auction List & Tax Arrears List
- Report for MACA Claim, Payment In Lieu, School tax payout
- Tax accounts reconcile and adjustment, assist YE audit & Property assessment audit
- Local Spending Report
- Contract File Summary Report
- Insurance Renewal
- Vehicle Registration Renewals
- Perpetual Inventory Enumeration

- Insurance Appraisal update
- Competitive Bids
- Fuel Expenditure Tracking
- Asset Management Steering Committee meetings
- Asset Management Governance (AM program development, implementation & compliance) – i.e. Development of levels of Service and Asset Registry
- ArcGIS Administration
- City Works Administration
- Assist with Statistics Canada Infrastructure Survey
- Update Google Transit Feed System
- Support Food Truck Lottery
- Mapping & Emergency Facility Site Plans
- FDM Updates
- UAV Flights
- Service Request System Administration

Public Works

- Managing and responding to public complaints and requests for service.
- Managing and responding to City Council and media requests.
- All operational tasks and the management of those staff in the six divisions of Public Works. (Fleet, Roads & Sidewalks, Water & Sewer, Trades, Solid Waste, Engineering)
- Asset management and CityWorks tracking via time sheets and work orders.
- Management and administration of the SCFA program.
- Emergency operations center training and work tasks.
- City Hall space optimization and renewal project.
- 2023 wildfire reporting and records keeping.
- 2024 wildfire work planning, budgeting and tendering of work.
- Ongoing budget processes and planning.
- Weather trending and analysis to inform budget.
- Developing and managing RFPs and tenders.
- Management of several capital projects.
- Constant invoicing and financial management of projects and general city operations.
- Contract administration and management, both capital and operational.
- Water licence (regulatory) testing. (solid waste facility, stormwater, potable water, and sewage testing)

- Workplace safety tasks. (ie FLHA, traffic plans, safe work practices, etc.)
- Consultations with various City departments
- Traffic light management and optimization on a daily basis.
- Transit contract management and complaints on a daily basis.
- Development and building permit review and compliance checks.
- Various fee structure reviews (i.e. solid waste fees, water rates)
- Records management of all projects and tasks.
- Managing various legal cases still ongoing.
- Managing several federal contribution agreements and reporting (i.e. ICIP and DMAF which are time intensive and have their own reporting requirements)
- Talent management of staff, recruitment and succession planning.
- Classification system overhaul and job descriptions.
- HR issue such as workplace incidents, harassments complaints, grievances, etc.
- Participation in collective bargaining.
- By-law review, assessment and repeal.
- Program analysis (i.e. surface water lines, SCFAP)
- Giant Mine Remediation participation and discussion.
- YKDFN interactions and relationships.
- Implementation and management of city design standards.
- Engineering and problem solving analysis on water breaks, storm sewer issues, sanitary sewer problems.
- Monitoring of roadways for road patching and large-scale repairs.
- Various public engagement activities.
- Reviewing, managing and approving (denying) various requests for signage, traffic lights, crosswalks, traffic calming devices, etc.
- Reviewing, managing and approving (denying) street closure permits to ensure public safety.
- Spill reporting response and remediation on city lands.
- Tasks necessary for GPC and Council preparation.
- Ongoing FLEET management for all City departments.

ANNEX B

WATER LICENSE PROJECTS, SEWAGE and WASTE MANAGEMENT

1. Wetland Delineation Study
2. Great Slave Lake Monitoring Program Design
3. Treatment Evaluation Report
4. Effluent Quality Criteria Re-Evaluation Report
5. Fiddler's Lake Treatment System Adaptive Management Plan
6. Solid Waste Disposal Facilities Design Operations and Closure Plan
7. Drainage Study for the Solid Waste Disposal Facilities
8. Hydrogeological Study for the Solid Waste Disposal Facilities
9. Groundwater Trendline Analysis
10. Leachate Management Plan
11. Landfill Gas Assessment for the Solid Waste Disposal Facilities
12. Landfill Gas Assessment for the Solid Waste Disposal Facilities
13. Flocculants Optimization Study
14. Spill Contingency Plan
15. Annual Water License Report
16. Quarterly Water License Report
17. Sampling requirements
18. Water Treatment Plant, SNP 32-10, and F1 discharge monitoring
19. Engagement Plan
20. Design and Construction Plans for all engineered structures
21. As-Built Report for all engineered structures
22. Biennial Geotechnical Inspections (Every two years)
23. Trapper's Lake Dyke Geotechnical Inspections (Every four years)
24. Dam Safety Review (Every ten years)
25. Sewage Disposal Facilities Operation and Maintenance Plan
26. Sludge Removal Operation
27. Compost Facilities Operation and Maintenance Plan

28. Hazardous Waste Management Plan
29. Water Treatment Facilities Operation and Maintenance Plan
30. Stormwater Management Plan
31. Sewage Disposal Facilities Closure and Reclamation Plan
32. Quality Assurance/Quality Control Plan
33. Responding to water license review comments and concerns
34. Working with the Board and Inspectors when non-compliance occurs or when the City requires a modification to the current requirements



CITY OF YELLOWKNIFE

GOVERNANCE AND PRIORITIES COMMITTEE REPORT

Tuesday, May 21, 2024 at 12:05 p.m.

Report of a meeting held on Tuesday, May 21, 2024 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,
Councillor S. Payne, and
Councillor R. Warburton.

The following members of Administration staff were in attendance:

S. Bassi-Kellett,
C. Caljouw,
R. Johnson,
G. Littlefair,
C. MacLean,
K. Pandoo,
K. Sulzer,
C. 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 conflict of interest.
3.	(For Information Only) Committee read a memorandum regarding whether to repeal and replace Land Administration By-law No. 4596, as amended



Committee noted that on March 11, 2024 the Governance and Priorities Committee (GPC) was presented the draft Land Administration By-law (the By-law). Administration was directed to create a detailed summary of fundamental changes, producing a clause-by-clause document. The proposed changes are enclosed.

The purpose of the City's Land Administration By-law is to guide land acquisition, sales, leases or other dispositions of land by the City. The authority to adopt the by-law comes from the *Cities, Towns and Villages Act, S.N.W.T., 2003, c.22.*, as amended. The current Land Administration By-law was adopted on October 10, 2010, and was last amended in February 2019.

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

Strategic Direction #1:

People First

Focus Area 1.1

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

Key Initiative 1.2.2

Supporting design standards that are multi-modal, including recognizing Yellowknife's advantages as a winter city

Strategic Direction #3:

Sustainable Future

Focus Area 3.2

Growth Readiness

Ensuring land development supports economic readiness and community priorities.

Key Initiative 3.2.1

Advocating for the transfer of vacant commissioner's land for growth.

Key Initiative 3.2.2

Completing land development tools and strategies that support growth readiness.

Council Motion #0140-21

That Council directs Administration to proceed with the bulk land transfer acquisition of all available Commissioner's Lands within the municipal boundary.



Council Motion #0013-23

That Council directs Administration to initiate planning applications as required for Community Plan Amendments, Area Development Plans, Zoning By-law Amendments and Subdivision of lands in support of infill and densification development.

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

1. *Cities, Towns and Villages Act, S.N.W.T., 2003, c.22. as amended;*
2. *Northwest Territories Lands Act, S.N.W.T., 2014, c.13. as amended;* and
3. City of Yellowknife Community Plan By-law No. 5007.

Cities, Towns and Villages Act

The *Cities, Towns and Villages Act, S.N.W.T., 2003, c.22, sections 53 to 55*, provides municipalities with the authority to adopt a Land Administration By-law. The by-law provides procedures, terms, and conditions for making acquisitions, dispositions, or other activities related to real property owned by the municipal corporation.

Procedural Considerations

Before giving Third Reading to a land administration by-law, Council shall (a) give at least two weeks public notice of the proposed land administration by-law; and (b) hear any person claiming to be affected by the by-law who wishes to be heard.

The Draft Land Administration By-law

The By-law provides a clear and consistent framework for City Administration and clients. The draft By-law uses plain language with updated definitions to improve interpretation and implementation. These changes will provide clarity for clients and accelerate the development, growth, and readiness process.

Engagement

On January 29, 2024, a copy of the draft was provided to ECC, legal firms, appraisers, the Yellowknife Chamber of Commerce, and media outlets, and it was posted on the City's website for public consultation. Administration actively sought feedback through follow-up inquiries, demonstrating our commitment to inclusivity and ensuring all voices were heard in the process.

Committee noted that the proposed changes in the Land Administration By-law No. 5078 address ongoing concerns and requests for amendments and merge best practices in land administration. The draft is in alignment with the current territorial legislation. These changes, written in plain language with updated definitions, will reduce confusion and facilitate development growth. When adopted, the by-law will provide clear direction to the public on acquiring land and how the City disposes of land, asserting the City's precedence rights and simplifying the process. Adoption of By-law No. 5078 will provide Council with a



Land Administration By-law that reflects the public interest, current practices, legislation and policies.

Committee recommended that By-law No. 5078, a by-law to repeal and replace Land Administration By-law No. 4596, as amended, be presented for adoption.

4. **Committee read a memorandum regarding whether to direct Administration to bring forward a draft Development Incentives By-law.**

Committee noted that Council Motion #0129-22 directed Administration to bring a comprehensive incentive program forward to Council, with an objective of encouraging development within the downtown. Administration has completed a comprehensive review of all of the current programs offered by the City; programs offered in other jurisdictions; the current fund and revenue for development incentives.

Council's Strategic Directions, form the basis for broad opportunities related to Accessibility, Climate Change, Housing, Industrial, Reconciliation and disincentives. Development incentives, both monetary and in-kind, are provided by municipalities to encourage investment that might not otherwise happen and can be used to promote specific types of development and improvements in an area. Disincentives, which are usually monetary, are utilized to discourage status quo and to persuade change.

The recommended incentives to be included in the Development Incentives By-law are listed in 'Table A: Development Incentive Options 2024'. Administration will consult with the Accessibility Committee and draft a new Development Incentives By-law to replace the existing by-law. A comprehensive list of Development Incentive Options is provided in 'Table B: Comprehensive Development Incentive Options (2025)'. These options are recommended to be implemented as, and when, budget becomes available. Administration will bring the Table B items forward for Budget 2025 consideration.

The City of Yellowknife Housing Accelerator Funding (HAF) has been incorporated into the options.

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

Strategic Direction #1:

Focus Area 1.2

Key Initiative 1.2.1

Focus Area 1.3

People First

Housing for All

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

Setting the context and foundation for a fulsome continuum of housing options, from social to market to workforce accommodation.

Liveable Community

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



Key Initiative 1.3.1	Providing affordable and diverse recreation and arts opportunities for residents.
Key Initiative 1.3.3	Supporting design standards that are multi-modal including recognizing Yellowknife's advantages as a winter city.
Strategic Direction #3:	Sustainable Future
Focus Area 3.1	<u>Resilient Future</u> Enhancing Yellowknife as a great place to live, visit, work and play now and into the future.
Focus Area 3.2	<u>Growth Readiness</u> Ensuring land development supports economic readiness and community priorities.
Key Initiative 3.2.2	Completing land development tools and strategies that support growth readiness.
Key Initiative 3.2.3	Modernizing development incentive options.
Focus Area 3.3	<u>Robust Economy</u> Doing our part to stimulate and amplify economic development opportunities.
Motion #0129-22	That Council direct Administration to: (i) Review all current development and business incentive programs offered by the City of Yellowknife, including the Development Incentive Program By-law No. 4534; and (ii) Bring forward recommendations for a comprehensive incentive program, funded from the Downtown Improvement Reserve, that facilitates development in the downtown.
Motion #0141-22	That Council direct Administration to: (i) utilize the Revitalization Initiative Fund toward the development of City owned lands within the Downtown by contributing to the Land Fund to facilitate: a. selling Lots 8, 9, and 10, Block 31, Plan 65 (5016, 5018 and 5022 50th Street) for less than appraised value, pursuant to a Request for Proposal process; and



- b. selling Lot 34, Block 30 (50/50 Lot) for less than appraised values, pursuant to the Terms of Reference/Request for Proposal attached to and forming part of the memorandum to committee dated September 12, 2022.
- (ii) transfer \$2.275 million dollars from the Revitalization Initiative Fund to the Land Administration Fund to cover the land value of the properties listed above;
- (iii) transfer \$141,000 dollars from the Revitalization Initiative Fund to the Downtown Improvement Reserve to support Development Incentives; and
- (iv) to close the Revitalization Initiative Fund.

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

1. *Cities, Towns and Villages Act S.N.W.T. 2003;*
2. *Community Plan By-law No. 5007;*
3. *Zoning By-law No. 5045, as amended;*
4. *Land Administration By-law No. 4596, as amended;*
5. *Development Incentive Program By-law No. 4534, as amended;*
6. *City of Yellowknife Vision for Downtown Revitalization;*
7. *Retail Revitalization Strategy;*
8. *City of Yellowknife Economic Development Strategy (2020-2024);*
9. *2010 Smart Growth Development Plan;*
10. *City of Yellowknife Visitor Services Strategy;*
11. *YKDFN/City Joint Economic Development Strategy;*
12. *Accessibility Audit Report & Implementation Strategy (2018);*
13. *Trail Enhancement and Connectivity Strategy Report (2018);*
14. *10 Year Plan to End Homelessness (2017);*
15. *Development & Design Standards (ongoing);*
16. *Corporate and Community Energy Action Plan (2015-2025); and*
17. *Yellowknife Downtown Façade Improvement Guidelines (2017).*

There are many properties vacant or underutilized with limited development interest throughout the city. When these properties sit vacant or underused, there are lost opportunity costs to the city and community. Examples include, tax revenue, development connected to municipal services help pay for the services (sewer and water), lack of housing and potential benefits to the adjacent lands, neighbourhood and community connectivity.

Financial Considerations

There is currently ~\$700,000 in the Development Incentives Fund. Funding comes from a combination of: 25% yearly parking fees are allocated to fund the Development Incentives Program; and Council passed a resolution in August 2022 for a one-time addition of funding when the Revitalization Fund is closed.



In April 2024, the Government of Canada announced the City of Yellowknife's successful application to the Housing Accelerator Fund. Specific funding is included to be dedicated to Development Incentives directly resulting in the construction of new dwellings. HAF specifically allocates funds for affordable and missing middle dwelling options through an incentives program. This equals approximately \$200,000 per year for four years. Additional HAF allocations toward incentives may be available as the City develops and implements the required initiatives.

Administration will cost out the comprehensive options (not funded by HAF) to present an estimated cost structure for Budget 2025. Funding for future years will be a consideration for Council during budget 2025 deliberations.

Multi-year Approach

The incentives in Table A, can be implemented immediately. They are incentives in our current by-law, and processes exist; funded through HAF; or there is money available in the current Development Incentives Fund.

Committee noted the options recommended incorporate priorities identified through Council's Strategic Directions, which support the Downtown, Accessibility, Climate Change, Housing, Industrial, and Reconciliation. Administration supports and recommends all the options presented in Table B, understanding some items will need to be informed through other processes (Land Administration By-law, Housing Needs Assessment, Community Plan Update, Zoning By-law Update, etc.) and require consistent funding.

(For Information Only)

5. Councillor Arden-Smith left the meeting at 12:57 p.m.
6. Committee continued its discussion regarding a memorandum regarding whether to direct Administration to bring forward a draft Development Incentives By-law.

Committee requested that section E (Win Your Space YK) and section G (Disincentives) be removed from Table A.

Committee recommends that Council direct Administration to bring forward a draft Development Incentive By-law to reflect the incentives in Table A (DM#764831).

MOVE APPROVAL

7. The meeting adjourned at 1:23 p.m.

Table A: Development Incentives (2024)

	Program Name	Summary	Timeline	Cost Estimate
A	Vacant Land/Buildings			
1	Development of Vacant property	May apply to properties in the City that are currently vacant of structures. Tax incentive would be over five years, where the tax on the value of improvements is charged in 20% increments over 5 years.	Term of the By-law	Unknown, it will depend on the value of improvements and the tax rate at the time of application. Estimated to be between \$10,000 and \$50,000 in each first year of the term, decreasing to \$0 in year five.
B	City In Kind Options			
1	Accessible parking spaces	Update the Zoning By-law to create/require more spaces. Increase on street spaces in strategic locations i.e. in front of the Disabilities Council Establish strategically located municipal parking spaces to support residential/mixed-use developments in an area.	Capital Asset once created	Unknown. Estimated loss of revenue will be minimal.
2	Power washing downtown sidewalks	Included in budget 2024	3 months/year (June to August), maybe longer	Operating budget in each future year is required
3	Safe closed bicycle locks/storage	These systems store bicycles in a safe way, and can be spread out on various City-owned land.	Two options: create an incentive for property owners, not-for-profit to apply to install on private land and/or; City installs and maintains	Grant to Third party or Capital and Operating budget required each year. Revenue may be generated from users storing their bicycles
C	Industrial Relocation Options			
1	Relocation	The Industrial Relocation Incentive encourages the relocation of uses deemed "Industrial" by a Development Officer from lands throughout the City to the Engle Business District.	Term of the By-law	Same terms as the current By-law. This is the most popular incentive under the current by-law. (S. 11 b), pg. 7)
D	Policy Options			
1	Update Terms of the Fund	Update the language of the by-law related to the Downtown Development Reserve to allow use across the City. Change the name of the fund and specifically only use it for Incentives as outlined in the new by-law.	Bring forward at the same time as the Development Incentives By-law	\$0

Table A: Development Incentives (2024)

	Program Name	Summary	Timeline	Cost Estimate
2	District Energy	Implement supportive policy at the City intended to encourage use by private and public utilities, developments, etc.	Policy not a by-law	\$0
3	Vehicle Incentives	Incentive for downtown developments that opt for Car Sharing or Bicycle (people power or E-bike) sharing and storing, instead of parking spaces.	Term of the By-law	<p>\$5,000 per car share, to a max of \$20,000 per development</p> <p>\$1000 per e-bike share to a max of \$5000 per development</p> <p>\$200 per bike share to a max of \$3000 per development</p> <p>Must be for use by those who reside in the residences or who work at the business.</p> <p>Can be combined with other incentives. Will require an agreement with the City where not part of a Development Permit.</p>
E Economic Development				
1	“Win” your space YK	Includes business development workshops and yearly downtown “winner” of a commercial space to start up their business.	Recommend same rules and terms as 2019	Operational budget and rental costs associated with program each year (market based).
E Housing Specific Options				
1	Secondary Dwellings	One time grant for owners of Single Family Dwellings to develop a second unit on their property. (applies to both in-home and detached secondary units)	Unit Specific, aim for 10 per year in year 1 and year 2 If Successful consider a year 3 and 4 If target year 1 not met, combine with year 2	<p>Independent or stackable with Federal Multi-Generational \$7500 or \$5000 Greener Homes Grant.</p> <p>Grant up to 50% of the build cost to a max of \$20,000 per unit. Limit 1 per property and per owner/business.</p> <p>Bonus \$10,000 if enter into an agreement to rent at 80% of market rate for minimum 10</p>

Table A: Development Incentives (2024)

	Program Name	Summary	Timeline	Cost Estimate
				years. Caveat on title required.
2	Accessible Units	Incentive for new or redeveloped residential development to dedicate at least 5% of its units as fully accessible and livable or accessible purpose built for any design specifics defined under the Accessible Canada Act	Term of the by-law	Up to 50% or \$15,000 per unit. Review by the City of Yellowknife Accessibility Committee required for funding approval.
3	Inclusionary Zoning	For Multi-Unit dwellings, removing old planning regulations and norms i.e. shadow studies, parking minimums, etc.	Zoning Amendment	Operational budget required (HAF may be used to support this work)
4	Missing Middle	Identify infill lots and inclusionary zone areas that will support the development of missing middle housing. Missing middle is a range of multi-unit housing options that fit between a single-detached and a mid-rise apartment. Examples like townhouses, triplexes, courtyard buildings, student housing, live-work housing, planned developments...	Zoning amendment and Grant per dwelling	Grant per dwelling for new Townhome units (4-10 units per row) Grant for 25% off purchase price of City Land where committed to build Townhomes Grant for missing middle with purpose built additional bedrooms per unit (see below)
5	Mixed-Use Development Grant	Development in the Downtown City Core or Residential Central that meets criteria of commercial units on the ground-floor with affordable residential units, at minimum 12 m high.	Term of the By-law	Grant of \$5,000 per dwelling, up to a maximum of \$100,000 for the whole building. No grant for commercial space. Can be combined with other incentives. Only for future projects, commenced after the date of the by-law
6	Height Bonuses	Within specific zones, allow height bonuses tied to additional dwelling units	Term of the By-law, Zoning Amendment	\$0
7	EIS Incentive in support of Residential Development in the Downtown	The purpose of this program is to promote the undertaking of environmental site assessments specific to the type of contamination and potential remediation costs on brownfield properties.	Term of the By-law	The City will provide a grant on a cost shared basis with the property owner to a maximum grant of \$10,000 per property to promote the completion of Phase II Environmental Site Assessments, Remedial

Table A: Development Incentives (2024)

	Program Name	Summary	Timeline	Cost Estimate
				Work Plans and Risk Assessments. May include a maximum of two studies per property.
8	Intensification Servicing	In some areas, upgrades to lot servicing may be required to facilitate a secondary suite or to add additional units.	Where applicable and confirmed by Public Works and Engineering Department the City will provide supportive funding for the service upgrade to the lot.	50% of the cost up to \$25,000 Potential SCAFA funding up to \$25,000
9	Air filtration systems and cooling	Due to increased seasonal heating and smoke potential, consideration is given to safe air quality and residential dwelling temperatures Where a new residential unit meeting the Missing Middle definition is constructed, the City will offer a grant to support installation of air quality systems which may include cooling. These may be individual to the dwelling unit main living area or to the HVAC/HRV systems of the structure.	Term of the By-law	Up to 75% of the cost for an individual unit main living area air unit to a maximum of \$2000 Up to 50% of a unit structure quality system to a maximum of \$10000 On qualifying new multi-dwelling builds (multi-unit under 10 units, all townhomes)
10	Tax incentive for downtown – DT Downtown zone	New residential in the core to have a 5 year tax abatement similar to the current program.	Term of the By-law	Cost unknown
11	Tax incentive for downtown – RC Residential Central zone	New residential in the RC zone to have a declining five year abatement similar to the current program.	Term of the By-law	Cost unknown
12	Development Permit and Building Permit Fees	Fees related to qualifying multi-unit dwellings will be granted (the Planning and Development fees) once the development is completed (final occupancy).	4 years	May be funded by HAF
G Disincentives				
1	Payment in lieu, for not including affordable units within a	Where a developer does not meet the 10% minimum a penalty of 5% of the current year taxes is required or of \$5000 dollars per unit, whichever is	Term of the by-law	Revenue for the City no cost. Revenue would be used to support incentives

Table A: Development Incentives (2024)

	Program Name	Summary	Timeline	Cost Estimate
	Downtown development	greater. This is similar to paying for not including parking (payment in lieu).		
2	Payment in lieu, for construction of dwelling units with no bedrooms (bachelor units) or only one bedroom	This will need to be based off the housing needs study. Once we know the unit and bedroom types required, a set number of these 0 and 1 bedroom units should be allowed as a percentage of total development. If a development exceeds this, there is a penalty for each unit beyond the maximum allowed. Incentives listed above will not be approved for dwelling units with no bedrooms.	The term of the By-law	Revenue for the City no cost.

* Light orange highlight indicates program incentives funded by HAF

THE CITY OF YELLOWKNIFE

NORTHWEST TERRITORIES



LAND ADMINISTRATION BY-LAW NO. 5078

Adopted Month, XX, 2024

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CITY OF YELLOWKNIFE

BY-LAW NO. 5078

BG 79

A BY-LAW of the Council of the Municipal Corporation of the City of Yellowknife in the Northwest Territories authorizing the Municipal Corporation of the City of Yellowknife to repeal and replace City of Yellowknife Land Administration By-law No. 4596.

PURSUANT TO:

- a. Sections 53, 54 and 55 of the Cities, Towns and Villages Act S.N.W.T. 2003. C.22, as amended;
- b. Due notice to the public, provision for inspection of the by-law and due opportunity for objections thereto to be heard, considered and determined;

WHEREAS the Municipal Corporation of the City of Yellowknife deems it desirable to adopt a Land Administration By-law;

WHEREAS the Council of the Municipal Corporation of the City of Yellowknife wishes to repeal and replace Land Administration By-law No. 4596.

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

PART 1 - GENERAL

SHORT TITLE

1. This by-law may be cited as the "**The Land Administration By-law**".

APPLICATION

2. This By-law shall, except as otherwise expressly authorized by herein, apply to all Acquisitions, Disposals, licences, or other Land dispositions by the City.

DEFINITIONS

“Acquisition or Acquire”	means the purchase, lease or expropriation of land;
“Adjacent Property”	means the property, land, or lot adjoining the property in question along a lot line or separated only by an alley, easement, roadway or highway;
“Appraised Value”	means the most probable price, determined by a professional real estate appraiser, which a property should bring in a competitive and open market as of a specified date under all conditions requisite to a fair disposal, the buyer and seller each acting prudently and knowledgeably, and assuming the price is not affected by undue stimuli.
“City”	means the Municipal Corporation of the City of Yellowknife in the Northwest Territories established pursuant to the <i>Cities, Towns and Villages Act</i> , S.N.W.T. 2003, c22;
“City Manager”	means the Senior Administrative Officer of the City of Yellowknife or their designate appointed pursuant to the <i>Cities, Towns and Villages Act</i> , S.N.W.T. 2003, c22 as amended from time to time;
“City Standard”	means the rules, regulations, practices and codes of the City, including but not limited to development and design standards, plans, specifications, general provisions or processes that are documented in writing or have previously been implemented;
“Council”	means the Council of a Municipal Corporation and includes the Mayor and/or Councilor (s);
“Development Cost”	means the City's direct and indirect costs incurred in developing land, which may include, but are not limited to: (a) land acquisition and disposal costs; (b) environmental studies and/or clean up;

- (c) planning, engineering, legal surveying, appraisal, and project management;
- (d) roadways, lanes, parking areas, curbs, sidewalks, walkways, boulevards, street names, signage, lighting, furniture and all necessary appurtenances to City Standards;
- (e) water, sanitary, drainage, fire suppression or Municipal Infrastructure services;
- (f) utilities (e.g. communication, electrical, etc.);
- (g) parks and recreational improvements;
- (h) salaries and benefits of municipal administrators; and
- (i) financing charges, including interest and legal costs for any loans incurred in developing the Land.

“Disposal or Dispose”

means the sale or lease of land;

“Easement”

means permission to use a portion of someone’s land through an agreement for a specific purpose and can be registered in the Land Titles Office;

“Encroachment”

means when an adjacent property owner builds or extends a portion of a building, structure, or architectural feature on or over or through other or City-owned property;

“Fee Simple”

means freehold ownership of real property.

“Habitat for Humanity NWT”

means the registered society under the *Society Act R.S.N.W.T.* of the Northwest Territories;

“Land”

means real property or an interest therein, other than an easement or restrictive covenant;

“Lease”

means leasehold interest of real property that provides exclusive rights of occupation and use of the land through a contract for a stated period of time;

- “Licence Agreement” means an agreement granting occupation or Encroachment to use a portion of City land in a non-exclusive possession and not creating any estate or interest;
- “Lot” means an area of land, the boundaries of which are filed on a plan registered at the Land Titles Office for the Northwest Territories;
- “Municipal Infrastructure” means those facilities or amenities normally put in place on developed or undeveloped lands to allow improvements to be built or installed and which may include all or one of the following but not limited to:
- (a) roadways, lanes, parking areas, curbs, sidewalks, walkways, boulevards and all necessary appurtenances;
 - (b) water, sanitary and storm sewer systems, including service connections and all necessary appurtenances;
 - (c) parks and recreational improvements; and
 - (d) land required for, or in connection with, any of the facilities described in the definition of this by-Law or any other facilities deemed desirable by Council.
- “Off-Site Levy” means a surcharge levied by the City against the purchaser of land from the City or against a tenant leasing land from the City. The City uses this levy to pay for all or part of the capital cost of all or any Municipal infrastructure located outside the land being purchased or leased but which is of direct, though not exclusive, benefit to the purchaser or lessee and which may include but is not limited to:
- (a) new or expanded facilities for the storage, transmission, or supply of water;
 - (b) new or expanded facilities for the treatment or disposal of sewage;

- (c) new or expanded storm sewer drainage facilities;
- (d) new or expanded roadways and sidewalks;
- (e) new or expanded facilities for the upgraded electrical or cable systems; and
- (f) new or expanded facilities for community or protective services; and required for, or in connection with any of the facilities described in the points above.

“Parcel” means unsurveyed land with specific boundaries and corners, which can be leased;

“Planning Administrator” means the City employee holding the Director of Planning & Development position, or their designate, for the City of Yellowknife as amended from time to time;

“Quarry” means any work or undertaking in which granular materials are removed from the ground or the land by any method and includes all ways, works, stockpiles, machinery, plant, buildings and premises belonging to or used in connection with the site;

“Substandard Sized Lands” Those lots or parcels that do not meet the minimum requirements defined by the City’s Zoning By-law, as amended or are landlocked and not required for municipal purposes;

PART 2 – LAND ACQUISITION & DISPOSAL

1 REQUEST FOR LAND WITHIN THE MUNICIPAL BOUNDARY

- 1) A request to acquire City land shall be a complete application that may include all or some of the following:
 - a. be made using the form specified by the Planning Administrator, as amended, from time to time;
 - b. include such information as the Planning Administrator may deem necessary or appropriate to consider the request, including but not limited to a sketch delineating the area to be acquired and a detailed development proposal; and
 - c. include the application fee, if any, pursuant to the City’s Fees and Charges By-law, as

amended.

- 2) Any request to acquire Territorial or Commissioner's land shall be completed by the City following the Government of the Northwest Territories Municipal Lands [Policy](#).
- 3) The Government of the Northwest Territories shall not dispose of Territorial or Commissioner's land within the City of Yellowknife Municipal boundaries to the public without the agreement of the City. Public requests to acquire Territorial or Commissioner's land will be transferred through the City of Yellowknife, not directly to a third party.
- 4) Upon receipt of an application to acquire land, the Planning Administrator shall review the request for compliance with this by-law and any other applicable by-law or legislation and may:
 - a. approve a lease without a by-law if the term is less than three years less a day or a month-to-month tenancy;
 - b. refer any disposals, including all waterfront land requests, to Council, or if the Planning Administrator otherwise deems the approval of Council to be desirable; or
 - c. refuse the land application if the proposed use is prohibited and contradicts relevant policies and regulations.

2 ACQUISITION BY THE CITY

- 1) The City shall acquire fee simple or leasehold interest, as applicable, on all Commissioner's or Territorial Land required for municipal purposes.
- 2) The City shall obtain a non-possessory right or easement to use or enter onto real property without a by-law, to permit the passage of people or vehicles and to construct, maintain, operate, generate, transmit and supply utilities, including, but not limited to fire suppression, horizontal infrastructure and other related Municipal infrastructure.
- 3) The City shall acquire land for municipal purposes or for disposal.
- 4) The City shall acquire real property by expropriation pursuant to the provision of the *Expropriation Act* and *Community Planning and Development Act* and through the tax recovery process by the *Property Assessment and Taxation Act*.
- 5) The acquisition of land shall be by by-law in accordance with this by-law and the *Cities, Towns and Villages Act*, S.N.W.T. 2003, c22.

3 DISPOSAL BY THE CITY

- 1) The City may dispose of land where the land is not required for municipal purposes and where the

intended land use conforms to and is not prohibited by the City's Community Plan, Area Development Plan (where applicable); Zoning By-law, and/or any other relevant by-laws, plans and studies.

- 2) The City may, where appropriate, offer the first right of refusal to lease or purchase lands to current leaseholders and/or Adjacent Property owners.
- 3) The Planning Administrator may grant a non-possessory right or easement to use or enter onto land without a by-law to permit the passage of people or vehicles, horizontal infrastructure and other related Municipal infrastructure.
- 4) In the absence of any requirements for municipal purposes, and by all relevant regulations and legislation, the City may issue leases on public lands to:
 - a. adjacent property owners in residential and non-residential zoned areas.
 - b. individuals, groups or businesses where there are no adjacent property owners.
- 5) The disposal of fee simple or leasehold interest in any real property shall be done in accordance with this By-law and the *Cities, Towns and Villages Act*, S.N.W.T. 2003, c22.
- 6) Before the City authorizes the disposal of land to a business, corporation or society, the entity must provide proof of being in good standing by the provisions of the *Societies Act*, *Business Corporations Act*, or other relevant Act, by-law or policy.
- 7) Before the City authorizes land disposal to a business or corporation, they must obtain a City business licence.
- 8) Any individual, business, corporation or society acquiring a leasehold interest in land shall maintain public liability insurance, with a company licensed and registered to do business in the Northwest Territories, for the land and any improvements to it for not less than \$2,000,000.00, or such other amount as reasonably directed by the City from time to time. The individual, business, corporation or society shall provide the City with documentary evidence of such insurance in a form satisfactory to the City, which names the City as an insured party.
- 9) Where the City disposes of land to a tax-exempt institution, another order of government or a non-profit organization, the City may require the purchaser or lessee to enter into an agreement which gives the City the right of first refusal to reacquire the land and any improvements placed thereon should the purchaser or lessee cease to operate or no longer require the property for its intended purpose.
- 10) Land disposals by the City will be subject to the terms and conditions of a purchase or lease agreement as determined by the Planning Administrator.
- 11) Land may be leased where it is not available in fee simple title to the City or where there is benefit

to the City in retaining land for municipal purposes.

- 12) All lease agreements shall incorporate clauses relative to the remediation of potential environmental damage, including the requirements for remediation, at the lessee's expense. The lessee shall be required to deposit security with the City to the noted remediation requirements, pursuant to the Fees and Charges By-law, as amended. The security shall consist of a Bond, Certified Cheque or Irrevocable Letter of Credit issued by a Chartered Bank or Surety Company.
- 13) The disposition of land in fee simple or leasehold interest shall be made in accordance with this By-law or may be specifically authorized or approved by a By-law.
- 14) Acquisition or disposal of land shall include the legal description of the land to be acquired or, in the case of a lease of unsurveyed lands, a description of the parcel and sketch sufficient to identify the property to be leased.

4 ESTABLISHING THE PRICE OF LAND – LEASE RATES

- 1) The annual lease rate for land disposed of by the City shall be charged as defined in the City's Fees and Charges By-law, as amended, and all uses shall be categorized pursuant to the definitions therein.
- 2) For greater certainty, Goods and Services Tax or other taxes payable by a lessee, if any, shall be in addition to the total lease costs determined under this By-law.

5 ESTABLISHING THE PRICE OF LAND – FEE SIMPLE DISPOSAL

- 1) The price of the land must be equivalent to its appraised value or the development costs, whichever is higher.

6 DEVELOPMENT COSTS & OFF-SITE LEVIES

- 1) Development costs & off-site levies will be recovered in accordance to the Financial Administration by-law, as amended.

7 LAND DEVELOPMENT FUND MANAGEMENT AND OPERATION

- 1) All revenues from the disposal of land shall be deposited in the Land Development Fund in accordance with the Financial Administration By-Law, as amended.
- 2) Off-site levy charges shall be allocated as part of the development costs in accordance with the Financial Administration By-law, as amended.

- 3) All revenues from leases, quarries, and off-site levies are to be deposited into the Land Development Fund.

8 COUNCIL DISCRETION TO A DEVELOPMENT CONTRIBUTION

- 1) Notwithstanding Sections 5, 6, 7, & 8 Council may, at its sole discretion, provide residential land disposal by fee simple to the Habitat for Humanity NWT regardless of the value of the land for development.

9 METHODS AND TERMS OF LAND DISPOSITION BY THE CITY

- 1) In disposing of land for fee simple, the Planning Administrator shall initiate one of the following methods:
 - a. ballot draw;
 - b. call for development proposals;
 - c. public advertisement;
 - d. a bidding process;
 - e. an auction; or
 - f. public tender.
- 2) If there are no acceptable offers as a result of a ballot draw, call for proposal, bidding process, auction, or public tender, the Planning Administrator may dispose of the land to a specific intended purchaser in accordance with the terms of this by-law.
- 3) The Planning Administrator may sell or market land approved for disposal either independently or through a qualified real estate agent licensed in the Northwest Territories.
- 4) The provisions of Section 9(1) shall not apply to the disposal of land to be used for the purpose of:
 - a. the Federal or the Territorial Government;
 - b. the installation of electrical power, telephone or other communication utilities if the utility company is a crown corporation or a government-regulated monopoly;
 - c. consolidation with adjoining land, when the land being disposed of is a substandard sized lands;
 - d. special and unique activities which serve the public interests of the City; or
 - e. disposing of land to a specific intended purchaser or lessee.
- 5) Substandard-sized lands that cannot be developed independently and are not required for municipal

purposes may be offered directly for disposal to adjacent property owners. Appropriate zoning and roadway closure by-laws, where required, must be adopted before any commitment is made to dispose of the lands. The criteria for determining those properties that cannot be developed on their own shall include, but are not limited to, the following factors:

- a. lot configuration;
 - b. lack of, or barriers to providing street access, water/sewer services, or other municipal services;
 - c. not meeting the minimum lot and site area requirements pursuant to the City's Zoning By-law, as amended; or
 - d. physical limitations related to the natural topography of the site.
- 6) Anyone who acquires land from the City, excluding substandard-sized lands, shall be required to develop, add a specific amount of value to, or quarry the land within a specified period of time. The specific conditions of which will be determined by the Planning Administrator. The disposition agreement shall entitle the City to reacquire the land if the purchaser fails to develop, add a specific amount of value to, or quarry the land within a specified period of time.
- 7) If the disposition of land is to a private developer who is required to build or install municipal infrastructure to develop the land, then, before the disposal, the City shall:
- a. require the developer to provide a letter from a financial institution confirming that the developer has sufficient financial resources to complete the development of the subject land;
 - b. require the developer to enter into a development agreement with the City for the provision of municipal infrastructure and supply of serviced land within a reasonable period; and
 - c. specify, by agreement with the developer, any requirements for the development of the land pursuant to Section 20 of the *Community Planning and Development Act*, including any restrictions on the use of the land.

10 PUBLIC NOTICE OF THE DISPOSAL OF CITY OWNED LAND

- 1) Before disposing of land to the public by ballot draw or call for development proposals, the City shall provide public notice in at least one of the following ways:
 - a. advertising in two consecutive issues of a local newspaper;
 - b. advertising in two consecutive issues of the City's weekly newsletter; or
 - c. advertising for three weeks on the City's website and social media platforms.

- 2) Each advertisement shall include:
 - a. a map or survey/sketch, drawn to scale, identifying the size and location of the land or lot;
 - b. the legal description, if any;
 - c. the purchase price, if applicable;
 - d. the process by which the disposal of the land will occur as outlined in section 10; and
 - e. the location and time at which applicants for the land may participate in the process.
- 3) After the public notice and the first offering, the Planning Administrator may dispose of the land without further advertisement at the sole discretion of the Planning Administrator.

11 LICENCE AGREEMENTS

- 1) The Planning Administrator may enter into licence agreements, subject to conditions as may be necessary or appropriate, without obtaining a by-law to authorize the particular licence agreement if the encroachment is related to one of the following:
 - a. a sign, canopy, or other architectural features for an existing or proposed development in those areas of the City where there is no setback requirement, provided that:
 - i. the encroachment is 2.5 meters or more above the average ground level where the encroachment occurs;
 - ii. the encroachment is part of or attached to the principal building;
 - iii. the encroachment is not over and above a utility easement; and
 - iv. all provisions of the Zoning By-law, as amended have otherwise been met and adhered to.
 - b. any portion of the roadways closed by By-law No. 2891, as amended;
 - c. an existing or proposed wheelchair ramp or other feature intended to improve access for persons with disabilities to any building provided that, in the opinion of the Planning Administrator, such encroachment will not materially interfere with the use of the City's land by the City or the public; or
 - d. an existing or proposed encroachment, such as a sidewalk patio, which is, in the opinion of the Planning Administrator, similar to the types of encroachments referred to above.
- 2) A licence agreement to be executed without Council approval must terminate:
 - a. upon the permanent removal or destruction of the encroachment; or
 - b. upon such earlier date or event as specified in the licence agreement.

- 3) A licence agreement shall not:
 - a. convey a fee simple interest in;
 - b. grant a fixed-term leasehold interest in; or
 - c. grant an option to purchase or right of first refusal to purchase City-owned land to a property owner.

- 4) A request for a licence agreement shall:
 - a. be made using the form specified by the Planning Administrator, as amended from time to time;
 - b. include such information as the Planning Administrator may deem necessary or appropriate to consider the request, including, but not limited to, a current real property report or site plan showing the location and extent of the existing or proposed encroachment; and
 - c. include a non-refundable application fee, as established (or pursuant to) in the City's Fees and Charges By-law, as amended.

- 5) Upon receipt of an application for a licence agreement, the Planning Administrator shall review the request for compliance with this by-law and any other applicable by-law or legislation and shall:
 - a. approve the use of a licence agreement, without a by-law, if the encroachment is of a type referred to in Section 11(1) of this by-law and the creation or continuation of the encroachment is necessary or desirable, in the opinion of the Planning Administrator; or
 - b. refer the request to Council if the type of encroachment or form of the agreement would require the approval of Council under this by-law or if the Planning Administrator otherwise deems the approval of Council to be desirable.

12 QUARRY LEASE AND ADMINISTRATIVE MANAGEMENT

- 1) The City shall manage and regulate quarries on Commissioner's Land and Municipal Land in accordance with the applicable statutes of the Government of the Northwest Territories, the City's Zoning By-law, as amended and the Development and Design Standards.
- 2) The acquisition and disposal of land for quarry purposes shall be subject to the requirements of this by-law.
- 3) Any agreement executed by the City to sublease, lease or sell land for quarry purposes shall require the purchaser or lessee to develop, operate and restore the land in accordance with the policies and guidelines established by the Government of the Northwest Territories, e.g. the Northern Land

Use Guidelines for Pits and Quarries, in addition to any City By-laws and any other requirements of the City.

- 4) Before executing a lease agreement or transfer for quarry lands, the City shall require the purchaser or lessee to obtain an approved development permit and provide an environmental security deposit with the City to ensure proper development and restoration of the site. The terms and amount of this security shall be in accordance with the Fees and Charges By-law, as amended. In addition to the environmental security deposit, the City may require additional security deposit following the Zoning By-law, as amended, requirements. The security shall consist of a Bond, Certified Cheque or Irrevocable Letter of Credit issued by a Chartered Bank or Surety Company.
- 5) The fees for Commissioner's Land and Municipal Owned Land quarries shall be charged pursuant to the City's Fees and Charges By-law, as amended. Fees collected for a quarry on Commissioner's Land shall be remitted to the Government of the Northwest Territories, and fees collected for a quarry on Municipal Owned land shall be retained by the City and allocated to the appropriate fund.

13 EXECUTION OF AGREEMENTS

- 1) All agreements shall be duly executed and sealed by the Planning Administrator upon the property Owner's payment of the fee, if required, for execution of the agreement, as set by by-law from time to time.

14 STANDARD FORM OF AGREEMENTS

- 1) The Planning Administrator may approve standard forms of agreement for the acquisition or disposal of land and may authorize administration to make such minor amendments to any such standard form agreement as may be necessary to adapt the agreement to the requirements of any particular transaction.

15 AMENDING LAND AGREEMENTS

- 1) Planning Administrator may amend any agreement's terms for the acquisition and disposal of land where the terms of the agreement conform to City policies and directives.

16 BY-LAW ADMINISTRATION

- 1) The forms, procedures and agreements required for the administration of this by-law shall be as determined from time to time by the Planning Administrator.

17 SEVERABILITY

- 1) Each provision of this by-law is independent of all other provisions. If a Court of competent jurisdiction declares any provision invalid for any reason, all other provisions of this by-law shall remain valid and enforceable, and the by-law shall be interpreted as such.

PART 3 – REPEALS AND EFFECT

REPEALS

- 3. By-law No. 4596, as amended, is hereby repealed.

EFFECT

- 4. 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. 2024.

Mayor

City Manager

Read a Second Time this _____ day of _____, A.D. 2024.

Mayor

City Manager

Read a Third Time and Finally Passed this _____ day of _____, A.D., 2024.

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