



CITY OF YELLOWKNIFE

Council Agenda

Monday, May 26, 2025 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 Ben Hendriksen

Councillor S. Arden-Smith
Councillor Garrett Cochrane
Councillor Ryan Fequet
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 McLennan will read the Opening Statement.

The City of Yellowknife acknowledges that we are located in Chief Drygeese territory. From time immemorial, it has been the traditional land of the Yellowknives Dene First Nation. We respect the histories, languages, and cultures of all other Indigenous Peoples including the North Slave Métis, and all First Nations, Métis, and Inuit whose presence continues to enrich our vibrant community.

AWARDS, CEREMONIES AND PRESENTATIONS

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

ADOPTION OF MINUTES FROM PREVIOUS MEETING(S)

Previously
Distributed

3. Minutes of Council for the regular meeting of Monday, May 12, 2025 are presented for adoption.

4. Councillor McLennan moves,
Councillor _____ seconds,

That Minutes of Council for the regular meeting of Monday, May 12, 2025 be presented for adoption.

Unanimous	In Favour	Opposed	Carried / Defeated
-----------	-----------	---------	--------------------

DISCLOSURE OF CONFLICT OF INTEREST AND THE GENERAL NATURE THEREOF

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

CORRESPONDENCE & PETITIONS

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

STATUTORY PUBLIC HEARINGS

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

<u>Item No.</u>	<u>Description</u>
-----------------	--------------------

DELEGATIONS PERTAINING TO ITEMS ON THE AGENDA

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

MEMBER STATEMENTS

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

INTRODUCTION AND CONSIDERATION OF COMMITTEE REPORTS

Councillor McLennan will introduce the following reports:

- | | |
|-----|--|
| 11. | Governance and Priorities Committee Report for May 20, 2025. |
| 12. | Councillor McLennan moves,
Councillor _____ seconds, |

That Council:

- 1. Adopt the 2024 Audited Financial Statements as recommended by the Audit Committee.**
- 2. Approve the Inter-Fund and Reserve transfers as outlined in the 2024 Audited Financial Statements; and**
- 3. Agree to keep the General Fund balance at \$12.10 million as at December 31, 2024.**

Unanimous	In Favour	Opposed	Carried / Defeated
-----------	-----------	---------	--------------------

- | | |
|-----|---|
| 13. | Councillor McLennan moves,
Councillor _____ seconds, |
|-----|---|

That Council:

- 1. Fill a vacancy on Council resulting from the resignation of Mayor Rebecca Alty and the appointment of Councillor Ben Hendriksen to the office of the Mayor by appointing Rob Foote, a person eligible as a candidate to the office of Councillor; and**
- 2. Appoint Rob Warburton as Deputy Mayor.**

Unanimous	In Favour	Opposed	Carried / Defeated
-----------	-----------	---------	--------------------

<u>Item No.</u>	<u>Description</u>
-----------------	--------------------

- | | |
|-----|---|
| 14. | Councillor McLennan moves,
Councillor _____ seconds, |
|-----|---|

That Council approve the 2025 – 2026 Revised Work Plan, as presented.

Unanimous	In Favour	Opposed	Carried / Defeated
-----------	-----------	---------	--------------------

NEW BUSINESS

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

ENACTMENT OF BY-LAWS

- | | | | |
|-----|-----------------|---|---|
| 17. | By-law No. 5106 | - | A by-law to amend Financial Administration By-law No. 4206, as amended, to establish the Tourist Accommodation Tax Reserve, is presented for Third Reading. |
|-----|-----------------|---|---|

- | | |
|-----|---|
| 18. | Councillor McLennan moves,
Councillor _____ seconds, |
|-----|---|

Third Reading of By-law No. 5106.

Unanimous	In Favour	Opposed	Carried / Defeated
-----------	-----------	---------	--------------------

DEFERRED BUSINESS AND TABLED ITEMS

- | | |
|-----|---|
| 19. | There was no deferred business and there were no tabled items for the agenda. |
| 20. | Is there any deferred business or are there any tabled items from the floor? |

OLD BUSINESS

- | | |
|-----|---|
| 21. | There was no old business for the agenda. |
| 22. | Is there any old business from the floor? |

Item No.

Description

NOTICES OF MOTION

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

DELEGATIONS PERTAINING TO ITEMS NOT ON THE AGENDA

25. A presentation from Bruce Laurich regarding the proposed amendments to the Yellowknife Community Plan on behalf of the Tin Can Hill Conservation Committee.

ADMINISTRATIVE ENQUIRIES

26. There were no administrative enquiries for the agenda.
27. Are there any administrative enquiries from the floor?

ADJOURNMENT



CITY OF YELLOWKNIFE

GOVERNANCE AND PRIORITIES COMMITTEE REPORT

Tuesday, May 20, 2025 at 12:05 p.m.

Report of a meeting held on Tuesday, May 20, 2025 at 12:05 p.m. in the City Hall Council Chamber. The following Committee members were in attendance:

Chair: Mayor B. Hendriksen,
Councillor S. Arden-Smith,
Councillor G. Cochrane,
Councillor R. Fequet, (via teleconference)
Councillor C. McGurk,
Councillor T. McLennan, (via teleconference)
Councillor S. Payne.

The following members of Administration staff were in attendance:

S. Van Dine,
C. Caljouw,
D. Gillard,
C. Greencorn,
C. MacLean,
K. Pandoo,
K. Thistle,
C. White,
G. White, and
S. Jovic.

<u>Item</u>	<u>Description</u>
1.	(For Information Only) Mayor Hendriksen read the Opening Statement.
2.	(For Information Only) There were no disclosures of conflict of interest.
3.	Committee read a memorandum regarding whether to accept the recommendations of the Audit Committee to adopt the 2024 Audited Financial Statements.

Committee noted that the preparation and filing of annual Financial Statements are a regulatory requirement and it is critical for the City to meet this statutory obligation on a yearly basis.

Every year, the City goes through a rigorous process to ensure that the Financial Statements are accurate and free of any material misstatement. As part of this process, the 2024 Financial Statements were (1) prepared by Administration, (2) audited by Crowe Mackay LLP and, (3) reviewed by the Audit Committee.

As a concluding step, a motion of Council adopts the Audited Financial Statements.

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

Strategic Direction #2:

Service Excellence

Focus Area 2.2

Capacity

Balancing service levels with human and fiscal resources.

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

1. *Cities, Towns and Villages Act*; and
2. Audit Committee By-law No. 4127, as amended.

Financial Considerations

The Government of the Northwest Territories (GNWT) and the Government of Canada require Audited Financial Statements to support the City's funding requests. The City is also required to provide the Audited Financial Statements to financial institutions to stay in compliance with its loan and credit agreements.

Legislation

The *Cities, Towns and Villages Act* requires that Audited Financial Statements be submitted to the Department of Municipal and Community Affairs (MACA), GNWT within 120 days of the end of the fiscal year. However, due to extenuating circumstances this year, Administration requested and received an extension from MACA to submit its 2024 Audited Financial Statements by May 30, 2024. Once adopted by Council, the 2024 Audited Financial Statements will be filed with MACA accordingly.

Economic Context

The Funds Stabilization component of the City's Budget Policy guides that "*the General Fund will maintain a balance of no less than 10.0% and no more than 15.0% of budgeted expenditures*" in any given year.

However, at year end, the General Fund balance was oscillating at \$17.70 million which equated to 33.45% and hence not in compliance with the above referenced Policy. As a result, the following transfers and adjustments are being recommended to keep the General Fund in compliance:

- a) \$1.6 million transfer to the Water and Sewer Fund as the latter has been traditionally underfunded and is trending towards deficit;
- b) \$4.0 million transfer to the Land Fund to allow the City capitalize on any strategic land acquisition opportunities that could present themselves that align with the Strategic Directions of Council.
- c) \$3.5 million to remain in General Fund for the Emerging Issues Reserve (EIR) as the latter nears completion.
- d) \$3.31 million to be kept in General Fund for the 2023 wildfire costs. **

The above adjustments and transfers will position the General Fund at 22.87% of the 2024 budgeted expenditures net of amortization; but after the transfer of \$3.5 million to the EIR, the General Fund balance will close at 16.32%.

It is worth noting that a closing General Fund balance of \$5.29 million would equate to 10.0%.

*** Kindly note that the City incurred a total of \$13.34 million of expenses due to these wildfires and we hope to recover the full costs, except some ineligible expenses, from other orders of Government.*

To date the City has already received \$2.74 million. Since a large number of the claims are still under review by the GNWT, Administration has estimated that it would be prudent at this point in time to recognize only \$7.26 million as receivables in our books and to keep \$3.31 million in the General Fund to mitigate any timing differences due to the slow pace of cost recovery.

Committee noted that the Audit Committee reviewed the 2024 Audited Financial Statements at its meeting held on May 7, 2025 and has recommended the adoption of the 2024 Audited Financial Statements.

Committee recommends that Council:

- 1. Adopt the 2024 Audited Financial Statements as recommended by the Audit Committee.**
- 2. Approve the Inter-Fund and Reserve transfers as outlined in the 2024 Audited Financial Statements; and**
- 3. Agree to keep the General Fund balance at \$12.10 million as at December 31, 2024.**

MOVE APPROVAL

- 4. Committee read a memorandum regarding whether to fill a vacancy on City Council and whether to appoint a Deputy Mayor.**

Committee noted that on March 21, 2025 Mayor Rebecca Alty took leave of absence from City Council in order to declare her candidacy in the upcoming Federal Election. The election

took place on April 28, 2025 and she was successfully elected as the new Member of Parliament for the Northwest Territories. Mayor Alty tendered her resignation on April 29, 2025, and Councillor Ben Hendriksen was appointed as Mayor at the Special Council meeting of May 5, 2025. Council must now determine whether to fill the remaining vacancy on Council and who to appoint as Deputy Mayor.

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

Strategic Direction #2: Service Excellence

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

1. *Cities, Towns and Villages Act*;
2. *Local Authorities Elections Act*; and
3. Council Procedures By-law No. 4975, as amended.

Overview

There are 18 months remaining in the current Council's term of office. The next Municipal General Election will take place on October 19, 2026, with nominations opening on September 7, 2026.

Council has several scenarios/options available with regard to the vacancy on Council which are outlined below.

Legislative

Section 7(3) of Council Procedures By-law No. 4975, as amended, states that the appointment of the Deputy Mayor shall be made, on the recommendation of the Mayor, at the first meeting of Council following a General Election and is reviewed annually thereafter.

Section 47.(1) of the *Local Authorities Elections Act* states that where the office of a member of a local authority becomes vacant for any reason before the term of office expires, the local authority shall fill the vacancy at the next general election or before then by:

- (a) Appointing a person who is eligible as a candidate; or
- (b) Holding a by-election.

Therefore the following options are available to Council:

CARRY VACANCY	Leave the vacancy for Councillor vacant
FILL VACANCY BY APPOINTMENT	Appoint a person who is eligible as a candidate to the office of Councillor
BY-ELECTION	Conduct a by-election for Councillor

Eligibility Requirements

A person is eligible to be nominated and stand as a candidate if he or she:

- (a) Is a Canadian citizen;
- (b) Has attained 18 years of age;
- (c) Has, for at least 12 consecutive months immediately preceding the day nominations close, been ordinarily resident within the city of Yellowknife;
- (d) And not otherwise disqualified under the *Local Authorities Elections Act*.

Term of Office

A person elected at a by-election or appointed by Council will hold office for the balance of the term.

Appointing a Member of the Public

In determining whether to appoint a member of the public to the office of Councillor, consideration should be given to: public sentiment given that 30 months has passed since the election; the person's ability to serve on Council and Committees of Council; and whether it is in the best interests of the City to fill the vacancy. The current Council has experienced a number of disruptions during their term of office, including the Wildfire Evacuation and labour disruption at the City of Yellowknife. The addition of a new member of Council more than half way through this Council's mandate would require time for that new member to come up to speed with Council's Strategic Priorities and current issues. Onboarding a new Council Member would also need to consider the individual's ability to adapt to the team building investments achieved working with STRAAD consultants.

By-election

The *Local Authorities Elections Act* states that the procedure for a by-election must follow, as closely as possible, the procedure at a general election. There are many factors that go into the conduct of a by-election, including the creation of the Voters List, hiring of staff, rental of equipment, printing of ballots, notice requirements to the public etc. It is anticipated that the conduct of a by-election will take up to four (4) months and require an adjustment to the Work Plan to accommodate.

The *Cities, Towns and Villages Act* imposes a limitation on Council's powers from the date of the election and until the swearing in of the new member. These limitations include:

No council or council member may:

- (a) Make a resolution or by-law that will result, directly or indirectly, in an expenditure not set out in the budget for the current fiscal year;
- (b) Enter into a contract or obligation on behalf of the municipal corporation; or
- (c) Appoint or dismiss any officer.

Financial Considerations

The conduct of a by-election was not anticipated during the development of the 2025 Budget and the current Budget allocation is to prepare for the 2026 Election. It is estimated that a by-election will cost \$100,000 - \$150,000.

A Councillor's salary is \$36,328.05 per year.

Committee noted that the appointment of a Deputy Mayor will ensure that there is coverage during the Mayor's absences.

Public sentiment of appointing an eligible person is unknown as the overall political environment in Canada has become polarized and divided in recent months. Given that a quorum of Council is the majority of Council Members then holding office, the number of Council Members would have to diminish to five (5) before a loss of quorum would become a concern. Council must therefore determine whether the appointment of a member of the public to City Council, or a by-election, is in the best interest of the community, given public sentiment and the potential disruption that will occur, or whether to leave the position of either the mayor or councillor vacant.

Committee recommends that Council:

- 1. Fill a vacancy on Council resulting from the resignation of Mayor Rebecca Alty and the appointment of Councillor Ben Hendriksen to the office of the Mayor by appointing Rob Foote, a person eligible as a candidate to the office of Councillor; and**
- 2. Appoint Rob Warburton as Deputy Mayor.**

MOVE APPROVAL

5. **Committee read a memorandum regarding whether to adopt the 2025-2026 Revised Work Plan.**

Committee noted that:

- In June 2023, Council approved the 2023-2026 Strategic Directions for its term in office.
- Subsequently, Council approved an implementation action plan for their Strategic Directions (the "Work Plan"), which considered challenges arising from the tumultuous year that was 2023.
- In May 2024, Council reviewed a revised 2024-2026 Work Plan and, among other things, directed Administration to use the Work Plan to prioritize initiatives and tasks.

- In November 2024, Administration provided an update to Council on Work Plan accomplishments and looking ahead to 2025.
- With less than two years left in Council's term of office, the intent of this memorandum is to provide an update to Committee on the status of 2025 – 2026 Work Plan initiatives, Administration's prioritization of those initiatives, and how such work is advancing Council's Strategic Directions.

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

Motion 0091-23 That Council approve the 2023-2026 Council Strategic Directions.

Motion 0153-23 That the 2023-2026 Council Strategic Directions Implementation Actions be referred back to Administration to be updated and incorporated into the 2024 work plan and be brought back to Governance and Priorities Committee in early 2024 to review and approve the administrative and strategic actions together.

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

Motion 0104-24 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.

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

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. This review and revision marks progress and ensures clear priorities for the upcoming year align with current context and emerging issues.

Note the following proposed changes in this revised work plan:

1. There are only three tiers:
 - a. **Tier 1:** Initiatives that have already commenced or will commence in 2025 and will be completed before the end of 2025;
 - b. **Tier 2:** Initiatives that have commenced or will commence as soon as practicable and will be completed before the end of 2026; and
 - c. **Tier 3:** Initiatives that will commence no later than 2026, and will be complete during the next Council term.
2. **Garden Plot** – initiatives under this heading will be undertaken as time permits, when other preconditions or work are met, or may be a consideration for future Council. Some of these initiatives are large projects that require dedicated resources. Those projects may need further analysis regarding scope and timeline or budget, prior to being undertaken by Administration.
3. **Proposed Retirement from Work Plan/Future Council Consideration** – Administration recommends these initiatives be considered retired or removed from the current work plan, subject to future Council's strategic planning.
4. **List of Completions** – For Council's awareness, a list of work plan initiatives completed since the November 2024 update.

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

Committee recommends that Council approve the 2025 – 2026 Revised Work Plan, as presented.

MOVE APPROVAL

(For Information Only)

6. Councillor McGurk moved,
Councillor Cochrane seconded,

That Committee move in camera at 1:20 p.m. to discuss a land matter and a legal matter.

MOTION CARRIED UNANIMOUSLY

(For Information Only)

7. Committee recessed at 1:20 p.m. and reconvened at 1:30 p.m.

- (For Information Only)
8. Councillor Arden-Smith left the meeting at 1:30 p.m.

- (For Information Only)
9. Committee discussed a land matter.

- (For Information Only)
10. Committee discussed a legal matter.

- (For Information Only)
11. Councillor McGurk moved,
Councillor Fequet seconded,

That Committee return to an open meeting at 2:22 p.m.

MOTION CARRIED UNANIMOUSLY

- (For Information Only)
12. There was no business arising from the in camera session.
13. The meeting adjourned at 2:22 p.m.

2025 Revised Work Plan

BUDGET LEGEND

Budget Allocation

No Budget Allocation

May Require Future Budget Allocation

Tier 1: Initiatives that have already commenced or will commence in 2025 and will be completed before the end of 2025.

Tier	Initiative	Comment	Project Lead	Estimated Completion	Budget	Strategic Direction
1	Aquatic Centre	Planned opening in Q2 2025.	CS	Q2 2025		People First
1	Update Livery License By-law (Taxis)	Updates for safety, administration, and accessibility.	EOI/PS/GLS	Q3 2025		People First
1	Compensation Policy for Emergency Response	To recognize extraordinary work hours in emergency response.	HR	Q2 2025		Service Excellence
1	Hotel Levy and Governance	Governance structure for DMO.	EOI	Q2 2025		Sustainable Future
1	Community Wildfire Protection Plan	To ensure life cycle management of created protection measures/assets.	PS	Q2 2025		People First
1	Implement Viable Recommendations from AAR of 2023 Wildfire Season	Some key recommendations will have target dates in 2025 and other recommendations will be phased in over the years.	PS	Q2 2025		People First
1	Development of Public Engagement Guidelines and Tools	To provide clarity on requirements and norms to achieve effective outreach. Identify tools. Manage expectations.	EOI	Q2 2025		People First
1	Water Rate Review	Address equity and fairness while ensuring affordability. Administration analysis and recommendation to come forward.	CORP	Q3 2025		Sustainable Future

Tier	Initiative	Comment	Project Lead	Estimated Completion	Budget	Strategic Direction
1	Snow Removal Standards	further research on snow removal and analysis on moving from an 18 week program to a 24 week program.	PW	Q3 2025		Sustainable Future
1	Painted bike lane trials in three areas in Spring 2025	- Forrest Drive (between Franklin Ave and 51a Ave.) - Range Lake Road (between Finlayson Drive and Woolgar Ave) - 52nd Street and 47th Street	PW	Q3 2025		People First
1	Develop Renewed Performance Measurement Framework and Dashboard	To help guide work planning, resource management, establishment of priorities, and reporting.	GLS	Q3 2025		Service Excellence
1	Waterline Intake Replacement Project	Current intake line at 'end of lifecycle' Council decision required.	PW	Q2 2025		Sustainable Future
1	Solid Waste Transfer Station Establishment - Initial Capability	Interim functionality. Follow phases will further enhance our ability to divert waste from landfill.	PW	Q3 2025		Sustainable Future
1	IT Review/Audit	First step towards a long-term IT strategy/funding.	CORP	Q3 2025		Service Excellence
1	Business License Way Ahead and Plan	Need long-term vision/approach for business licenses.	EOI	Q4 2025		Sustainable Future
1	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		Service Excellence
1	Collective Bargaining (2)	MED and IAFF currently in negotiations.	HR	Q4 2025		Service Excellence

Tier	Initiative	Comment	Project Lead	Estimated Completion	Budget	Strategic Direction
		Timeline depends on negotiation processes.				
1	Safety Directives and Procedures Update	Require updating.	HR	Q4 2025		Service Excellence
1	Explore re-naming of 50th Ave	Analysis has been requested by Council on re-naming of 50th Ave to Chief Drygeese Ave.	GLS	Q4 2025		People First
1	Records and Information Management Audit and Review	Current record management is outdated, cumbersome and inefficient.	GLS	Q4 2025		Service Excellence
1	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.	EOI	Q4 2025		People First
1	Organizational Review	Comprehensive review of the City's strategic direction and business/operational model, corporate, departmental and staff responsibilities and workload. Interim Report will be presented to Council in advance of Budget 2026 discussions	City Manager	Q4 2025		Service Excellence
1	Dog Pound Solution	RFP for Dog Pound services awarded. Service contract to be finalized.	PS	Q2 2025		People First
1	MED Directives & Procedure Modernization	Updates to Operational Directives and Procedures.	PS	Q4 2025		People First
1	Development of Financial Policy: Asset Management	Required to manage capital funds in absence of asset management	CORP	Q3 2025		Service Excellence

Tier	Initiative	Comment	Project Lead	Estimated Completion	Budget	Strategic Direction
		plan but recognizing general condition of existing assets.				
1	Emerging Issues Reserve Fund	Develop an “Emerging Issues Reserve Fund” policy.	CORP	Q2 2025		Service Excellence
1	Development of Financial Policy: Investment	Required for budget deliberations and for long-term financial planning.	CORP	Q3 2025		Service Excellence
1	Intersection of Moyle and Haener Drive	Administration undertook to evaluate the intersection for safety considerations that signage may mitigate.	PW	Q3 2025		People First
1	Dog Park Upgrades	Upgrade the dog park in 2025 (gate, gravel).	CS	Q3 2025		People First
1	Crosswalk installations	Interim measures to cross walk improvements on Range Lake Road (NJ Macpherson & St-Joe’s Schools).	PW	Q3 2025		People First
1	Development of Financial Policy: Mill Rate Policy	Requested by Council for budget deliberations. Will require further engagement. This work will include consideration of additional taxation or charges that may be applied to vacant land.	CORP	Q4 2025		Service Excellence
1	Climate Action Plan	The purpose of the new CAP is to set goals and objectives, policies and implementation action items for corporate and community-wide climate mitigation and adaptation.	PD	Q4 2025		Sustainable Future

Tier 2: Initiatives that have commenced or will commence as soon as practicable and will be completed before the end of 2026.

Tier	Initiative	Comment	Project Lead	Estimated Completion	Budget	Strategic Direction
2	Accessibility Audit Implementation	Action Items ongoing. Requirement to review audit status and determine next steps.	CS	Q4 2025		People First
2	Election Preparation	Will begin in 2025.	GLS	Q1 2026		People First
2	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. Includes Joint Economic Development Strategy with YKDFN.	EOI	Q1 2026		Sustainable Future
2	Website Modernization Project	Modernize website.	EOI	Q2 2026		People First
2	Completion of RIMP Way Ahead	Public engagement and staff recommendation required.	CS	Q2 2026		People First
2	Interim Talent Management Strategy and Action Items	Strategy complete in 2025. Ongoing work on action items thereafter.	HR	Ongoing Bulk of action items complete Q3 2026		Service Excellence
2	Kam Lake Expansion	Community Plan Amendment, Area Development Plan, Zoning and Subdivision for light industrial, commercial and agriculture consideration.	PD	Q3 2026		Sustainable Future
2	Develop a Master Transportation Plan	Provide an overall strategy with specific objectives to address all	Co-Lead PD/PW	Q4 2026		People First

Tier	Initiative	Comment	Project Lead	Estimated Completion	Budget	Strategic Direction
		forms of transportation (including active); design standards; public transit; etc in a pragmatic and affordable manner.				
2	Community Plan Comprehensive Review	Current Plan to be updated to include new policies and revise or remove current policies, including policy on housing, wild land fire, infrastructure, etc.	PD	Q34 2026		People First
2	Review of Procurement Processes	Requires budget 2026 approval.	CORP	Q4 2026		Service Excellence
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 2026		Service Excellence
2	Agenda Management Software	Enhance records creation and management	GLS	Q4 2026		Service Excellence
2	Governance By-law Review	To save time by becoming more efficient at meetings. Will also enhance effectiveness and decision-making.	GLS	Q4 2026		Service Excellence
2	Council Travel Policy	Council requested via motion: #0169-22.	GLS	Q2 2026		Service Excellence
2	Council Leave Policy	Council requested via motion: #0206-24.	GLS	Q2 2026		Service Excellence
2	Council Remuneration By-law Evaluation and Update	Current by-law was last updated in 2018.	GLS	Q2 2026		Service Excellence
2	Council/Administration Protocol	Enhance governance effectiveness with a clear, practical protocol document	GLS	Q3 2026		Service Excellence

Tier	Initiative	Comment	Project Lead	Estimated Completion	Budget	Strategic Direction
		that defines how Council and Administration collaborate.				
2	New Landfill/Landfill Expansion	To design and construct a second-generation landfill cell (cell 3) at the Solid Waste Facility to accommodate for the City's future waste.	PW	Tender closed and to be awarded. Completion Q4 2025		Sustainable Future
<u>2</u>	<u>Business Continuity Plan</u>	<u>Develop detailed plan on business continuity in emergency situations. Will eliminate ad hoc approach that currently exists.</u>	<u>PS/CORP</u>	<u>Q4 2026</u>		<u>Service Excellence</u>
<u>2</u>	<u>Recreational Facilities Booking Policy</u>	<u>Review and update the booking policy for recreation facilities.</u>	<u>CS</u>	<u>Q2 2026</u>		<u>People First</u>
<u>2</u>	<u>Water and Sewer Infrastructure Failure and Water Master Plan</u>	<u>Plan completion estimated for 2026.</u>	<u>PW</u>	<u>Q2 2026</u>		<u>Sustainable Future</u>
<u>2</u>	<u>Arts and Culture Masterplan</u>	<u>To promote the Arts and support diversity. Large project requiring dedicated resources.</u>	<u>CS</u>	<u>Q4 2026</u>		<u>People First</u>

Tier 3: Initiatives that will commence no later than 2026, and will be complete during the next Council term.

Tier	Initiative	Comment	Project Lead	Estimated Completion	Budget	Strategic Direction
3	Fire Hall Renovation and Expansion Project	Determination of path forward and design in 2025. Build in 2026.	PS	Q4 2026		Sustainable Future
3	Asset Management Plan – Condition Assessment	Essential 1 st step in process.	CORP	Q3 2027		Service Excellence
3	Asset Management Plan – Complete	Will be key determinant in all capital project decisions and directly influence levels of service. Will guide deliberations on balance between new capital projects and replacement of existing assets.	CORP	Q4 2027		Service Excellence
3	Recreational Facilities Booking Policy	Review and update the booking policy for recreation facilities.	CS	Q2 2026		People First
3	Review and Modernization of Development Appeal Board	Council Motion #0149-24.	GLS/PD	Q2 2027		Service Excellence
3	Water and Sewer Infrastructure Failure and Water Master Plan	Plan completion estimated for 2026.	PW	Q2 2026		Sustainable Future
3	Reconstruction of Old Town Hill (Franklin Ave.)	Incorporate Active Transportation Design (eg. Raised bike lane and dedicated walking space). Requires Lift Station #1.	PW	est. 2028		People First
3	Lift Station #1	to design and construct a new lift station on the corner of Franklin Ave and School Draw Ave. to replace existing Lift Station #1.	PW	Tender Q2 2025 Completion Q4 2027		Sustainable Future

Garden Plot: Initiatives that will be undertaken as (and if) time permits, when other prerequisites are met, and/or for consideration by future Council. May require further analysis to determine scope and timeline/budget.

Initiative	Comment
Explore Possibility of City Charter	A City Charter could empower City to be more agile and forward thinking. Large project requiring dedicated resources.
Enforcement Measures Review within By-laws	Require complete review of all by-laws and relevant revisions. Large project requiring dedicated resources.
Review of Agencies, Boards and Commissions	Terms of Reference and structure should be reviewed. Large project requiring dedicated resources. <u>Includes the review and modernization of the Development Appeal Board; Council Motion#1049-24.</u>
Heritage Committee Strategic Plan Update	<u>Review of the Heritage Committee Strategic Plan. To be led by the Heritage Committee. Self-explanatory.</u>
Implement Agriculture Strategy	Work with GNWT.
Fundamental Review of City Policies – Review Complete	2 nd Phase of review of city policies, directives and guidelines. New documents developed and approved.
Business Continuity Plan	Develop detailed plan on business continuity in emergency situations. Will eliminate ad hoc approach that currently exists.
Enterprise Resource Program	Following Needs Assessment, develop plan, purchase hardware and software, and implement. Timeline determined after Needs Assessment.
Land Acknowledgement	Review of land acknowledgement with local Indigenous governments.
Arbour Development	To reflect the history and heritage of the city, and region. Effort will be almost entirely focused on indigenous considerations.
Outdoor Rinks Research	Bring forward a memorandum with considerations on whether and how to advance an Outdoor rinks program in partnership with neighborhoods like Whitehorse, Ottawa or other Canadian municipalities. Council Motion #0165-24.

City Hall Functional Assessment and Path Forward	Address health and safety, lack of space, and quality of workspace concerns. Hold pending other external factors.
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. Includes Joint Economic Development Strategy with YKDFN.
Arts and Culture Masterplan Implementation	To promote the Arts and support diversity. Large project requiring dedicated resources.
Explore City Charter; If not viable, review regulatory delegations from GNWT to City and Develop Action Items.	A City Charter could empower City to be more agile and forward thinking. Large project requiring dedicated resources. In absence of a City Charter, additional delegations would streamline many processes. Large project requiring dedicated resources.
Community Safety and Well-being Plan	Keystone document. Focus on downtown core but will cover entire city. Explore all general safety challenges and the city's role and responsibilities/actions in well-being of residents. Large project requiring dedicated resources.
Grace Lake Development Scheme	Review and update Grace Lake development scheme in regards to Park Node A & C.
Round Table: Development	Working session to share thoughts and ideas, discuss barriers and identify tangible action items. Over the past 8 months City Manager has continued to engage with development community to seek views on how to improve the environment to invest. Potential ties to Mayor's Economic Task Force agenda.
Review of 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?
Truth and Reconciliation Initiative: Re-naming of Parks, Lakes, and Numbered Streets/Avenues	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.

Reconciliation:

Items not led by the City, but where the City is ready to work in collaboration with Indigenous Governments and the GNWT.

<u>Initiative</u>	<u>Comment</u>
<u>Renaming Franklin / 50th Avenue</u>	<u>Requested by YKDFN and agreed by Council. Next step is a formal motion with requested name for receipt from the YKDFN Council.</u>
<u>TRC Monument</u>	<u>Observer on GNWT working group. Land application submitted, PD working with applicant.</u>
<u>Land Acknowledgement</u>	<u>Review of land acknowledgement with local Indigenous governments.</u>

Proposed Retire from Current Work Plan/Future Council Considerations:

Initiative	Comment
Review of 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?
Regulation of Tent/Fabric Structures	Regulated by office of fire marshall.
Development of Financial Policy: Wage Escalation	To ensure sustainable/affordable salary increases in the long term.
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. Proposed retirement from work plan, as is ongoing operational work.
Succession Plan	Proposed retirement from work plan, as is ongoing operational work.
Review of Regulatory Delegations from GNWT to City and Develop Action Items	In absence of a City Charter, additional delegations would streamline many processes. Large project requiring dedicated resources.
New Memo to Council Format	Administratively driven initiative. Will follow up internally as resources permit.
Truth and Reconciliation Initiative: Re-naming of Parks, Lakes, and Numbered Streets/Avenues	Develop holistic approach and plan for renaming of parks, lakes and numbered streets/avenues to reflect the history and heritage of the city,

Initiative	Comment
	and region. Effort will be almost entirely focused on indigenous considerations.
Budget 2026	Removed from work plan, as is required annually by legislation.
Budget 2027	Removed from work plan, as is required annually by legislation.
Evacuation Transportation Plan (CEP)	Removed from work plan, as is part of Community Emergency Plan.
Explore Possibility of an Arts Centre	To promote the arts. Private initiative, removed from work plan.
Holistic Parking Strategy	To be considered as part of Master Transportation Plan.
Community Safety and Well-being Plan	Keystone document. Focus on downtown core but will cover entire city. Explore all general safety challenges and the city's role and responsibilities/actions in well-being of residents. Large project requiring dedicated resources.
Safety Directives and Procedures Update	Internal and operational directives and procedures require updating.
Development of Financial Policy: Subsidization	Clearly define guidelines for subsidization of both core and discretionary municipal services.
Grace Lake Development Scheme	Review and update Grace Lake development scheme in regards to Park Node A & C.
TRC Monument	Observer on GNWT working group. Land application submitted, PD working with applicant.
DND/NORAD Administrative Working Group	Removed from work plan, as is administrative initiative.

COMPLETE/ACTIONED:

Emergency Evacuation Plan	Through contracted support. Working draft in 2024. Final version in 2025.	PS
Community Emergency Plan	Legislated. Annual update requirement.	PS
Development Incentive By-law (HAF)	Replaces out-of-date version.	PD
Job Classification Renewal	Required for Collective Bargaining.	HR
Land Administration By-law	Streamlining land transactions.	PD
Transit Rebranding and Revisions	New routing, schedules, fares and advertising.	PW
Round Table: Homelessness	Working session to share thoughts and ideas and identify tangible action items.	CS
Transition to New Rec Program Software	Ongoing. Old software no longer meets city's needs.	CS
Development of Budget	Keystone document on annual basis. Capital and Operating.	CORP
Fundamental Review of City Policies – Situational Awareness	Phase 1. Must identify all policies, directives and guidelines that exist and their relevancy.	GLS
Planning and Development Internal Directives and Process Updates (HAF)	Many continuous improvement initiatives ongoing - funded through the Housing Accelerator fund.	PD
Round Table: Climate Change	Working session to share thoughts and ideas and identify tangible action items.	PD
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.	EOI
Home Energy Retrofit Program	Work with GNWT.	PD
Performance Evaluation Refresh Framework	New Performance Evaluation Template & Review Cycles.	HR
Enhanced Street Outreach	Contract awarded and notice provided to previous vendor. This initiative will be complete when new vendor commences contract work.	CS
Design Standards	Design standards in context of Franklin Hill.	PW

<u>Round Table: Development</u>	<u>Working session to share thoughts and ideas, discuss barriers and identify tangible action items. City Manager continues to engage with development community.</u>	<u>City Manager</u>
Active Transportation Fund Application	Council motion #0039-25 – Council directs administration to apply for the Government of Canada’s Active Transportation Fund using the Active Mobility Integration Project.	CORP
<u>Aquatic Centre</u>	<u>Planned opening in Q2 2025.</u>	<u>CS</u>
<u>Develop a set of Work/Life Balance Initiatives/Succession Plan</u>	<u>Modernization measures are designed to bring clarity and functional alignment through organizational review, changes to performance agreements and adding leadership values to the evaluation process, examining technology solutions to streamline processes and move more digital. Ongoing</u>	<u>All directorates</u>
<u>DND/NORAD Administrative Working Group</u>	<u>First joint meeting held with DND/GNWT/City held in March 2025. More meetings to be scheduled following federal SFT and internal planning decisions</u>	<u>City Manager</u>



CITY OF YELLOWKNIFE

BY-LAW NO. 5106

BM 456

A BY-LAW of the Council of the Municipal Corporation of the City of Yellowknife in the Northwest Territories, to amend Financial Administration By-law No. 4206, as amended;

PURSUANT TO Section 101 (4) and Sections 70.1, 70.3 and 70.4 of the *Cities, Towns and Villages Act*, S.N.W.T. 2003, c.22;

WHEREAS the City passed Tourist Accommodation Tax By-law No. 5099 that requires the collection of a 4% levy on Tourist accommodation facilities in the city;

AND WHEREAS the revenue collected from the tourist accommodation tax is intended to be used solely for tourism promotion and development;

AND WHEREAS the City wishes to add an additional reserve for the purpose of ensuring that the revenue collected through the Tourist Accommodation Tax is directed to support tourism development and promotion in a transparent manner;

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

APPLICATION

1. That By-law No. 4206, Financial Administration By-law, as amended, is hereby amended by adding a new subsection (j) to Section 13 as follows:
 - (j) "Tourist Accommodation Tax Reserve" to ensure that the revenue collected through the Tourist Accommodation Tax is collected and directed to support tourism development and promotion.

EFFECT

2. 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 12 day of May, A.D. 2025.

<Original Signed by the Mayor>

Mayor

<Original Signed by the City Manager>

City Manager

Read a Second Time this 12 day of May, A.D. 2025.

<Original Signed by the Mayor>

Mayor

<Original Signed by the City Manager>

City Manager

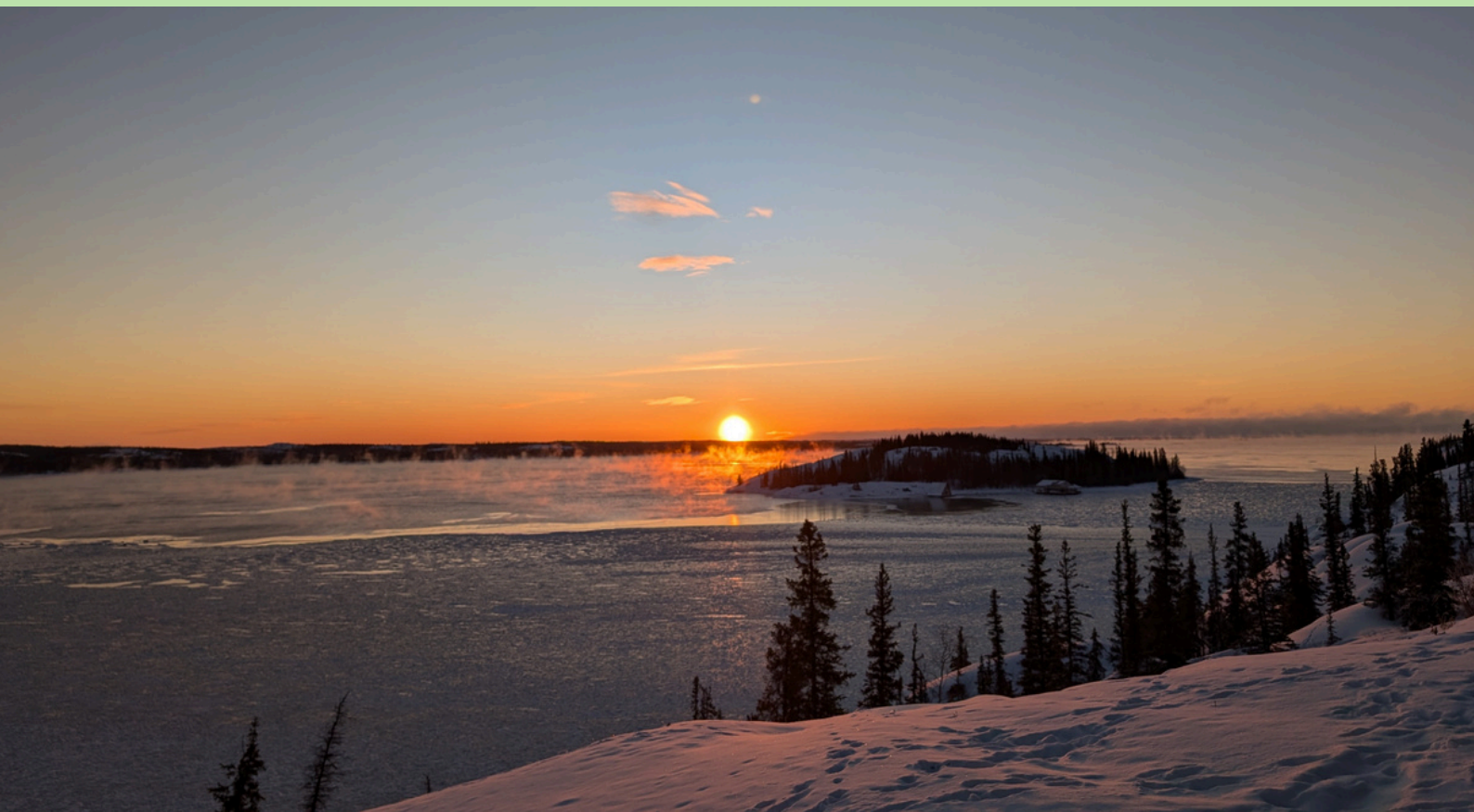
Read a Third Time and Finally Passed this _____ day of _____, A.D., 2025.

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



Submission to the City of Yellowknife

PROPOSED AMENDMENTS

to the Yellowknife Community Plan



Tin Can Hill
Conservation
Committee



Table of **CONTENTS**

INTRODUCTION

Introducing the Tin Can Hill Conservation Committee and the purpose of this document.

04

CONTEXT

Background context about the Tin Can Hill and Rat Lake area.

05

PROPOSED AMENDMENTS

What we are asking of the City of Yellowknife.

09

ANNEX A

More information and historical context about the Tin Can Hill and Rat Lake areas.

13

**“IT REALLY NEEDS
TO BE preserved
AS PARKLAND. IN
50 years TIME,
PEOPLE WILL
THANK YOU FOR
THAT DECISION.”**

QUOTE FROM A SUPPORTER
OF THE TIN CAN HILL
CONSERVATION COMMITTEE

INTRODUCTION

Over the years, Tin Can Hill has repeatedly been brought forward by the City of Yellowknife (the City) and by private developers as a prospective location for housing and other developments (Annex A). Each time, citizens objected and made it clear that in their opinion the best use of Tin Can Hill is as undeveloped natural parkland. We have reviewed the City of Yellowknife Community Plan (the Plan), we have taken the opportunity to address this issue and bring forward a plan for longer-term certainty about land use on Tin Can Hill.

This submission is put forward by the Tin Can Hill Conservation Committee (TCHCC or the Committee). The Committee was formed in 2022 in response to plans to develop a polytechnic university campus on Tin Can Hill. The TCHCC's goal is to attain legislated, permanent protection of Tin Can Hill as a natural space, free from development and available for the respectful enjoyment of all citizens.

This submission proposes amendments to the Plan that will clarify and strengthen protection policies, objectives, and directives for all of Tin Can Hill and the adjacent Rat Lake.



CONTEXT

01

SCOPE OF AREA BEING ADDRESSED

This submission addresses all of Tin Can Hill, Rat Lake, and adjacent shorelines (the Area) (Figure 1, page 9).

02

CURRENT USE OF THE AREA

Since 2022, the TCHCC has undertaken various forms of public engagement regarding Tin Can Hill, including on-site polling of visitors and engagement at public events (e.g. Ramble and Ride, tables at the Yellowknife Co-op and the Yellowknife Farmers Market, the Spring Trade Show, and Earth Week). Citizens reported that **they engaged in a range of activities** in this area, including

- hiking/walking/running
- biking (summer and winter)
- dog walking
- skating
- skiing
- hockey
- snowmobiling
- geocaching
- photography
- birdwatching/nature viewing

Our engagement has also highlighted the Area's **significant mental health benefits** for residents. Often respondents identified how valuable it is to their overall health and well-being to have easy access to this quiet, natural space. Many times, access to Tin Can Hill was reported to enhance mental health.

Finally, respondents emphasized that Tin Can Hill is the only area left in the City proper where the public has **hiking access to Great Slave Lake**, and where one can enjoy beautiful vistas of the lake.

The TCHCC conducted on-site counts of Area use on randomly-chosen dates in March 2024 as follows:

- Wednesday March 26 (4 to 9 pm); 104 discrete visitors
- Saturday March 23 (10 am to 7 pm): 230 discrete visitors

Many visitors stated that they visited the Area multiple times per week. A rough extrapolation suggests that the area gets a minimum of **1,000 visits in a given week, or over 50,000 visits per year**.

CONTEXT

03

STRENGTH OF PUBLIC SUPPORT FOR PERMANENT PROTECTION

Since 2022, the TCHCC has sponsored a petition regarding protection of Tin Can Hill^[1]. The petition was available for signature at www.change.org and a print version of the petition was available for signature at the events described above. After scrubbing the data to remove duplicates, bots, and non-Yellowknife residents, the petition has garnered 1,024 unique signatures (as of April 26, 2025). Over 5% of the adult (15 years and older^[2]) population of Yellowknife has signed this petition, which demonstrates significant support for retention of the current undeveloped status of the Area.

04

CURRENT LAND TENURE OF TIN CAN HILL AND RAT LAKE

Approximately half of Tin Can Hill is owned by the City of Yellowknife. A recent Level 2 Environmental Site Assessment^[3] concluded that the site was not suitable for residential or day care use without special site preparation activities (e.g. bulk soil removal, capping large areas with clean fill) taking place, which would significantly elevate development costs.

The rest of Tin Can Hill and Rat Lake (except the parking areas at the top of School Draw Avenue and at the Con Road end of Rat Lake, which are owned by the City) are currently under lease to Miramar (Figure 2). It is our understanding from personal communication with Miramar's management that these parcels have been remediated to a level that is not suitable for residential development but that would be acceptable for recreational use.

Terra Gold has an option, good until 21 November 2027, to acquire all of the Miramar lease, including Tin Can Hill and Rat Lake. If they do not, when the GNWT deems it satisfactorily remediated, the land reverts to the GNWT.

[1] [Petition · Protect Tin Can Hill Recreation Area From Development in Yellowknife - Canada · Change.org](#)

[2] [NWT Bureau of Statistics | Population - Estimates by Community](#)

[3] [appendix b - pgra tin can hill final 0.pdf; appendix c - roa tin can hill final 0.pdf](#)

CONTEXT

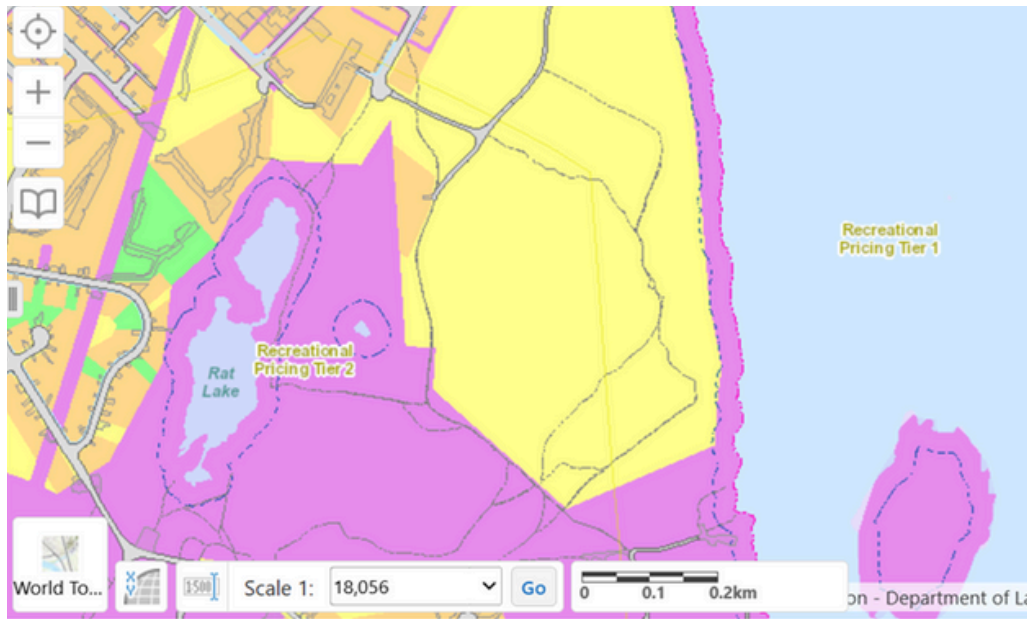


Figure 2. Screenshot from ATLAS. Land tenure in the Tin Can Hill/Rat Lake area. YELLOW is city-owned land; PURPLE is territorial land under lease to Miramar Con Mine Ltd.

05

CURRENT ZONING OF THE AREA

The Area is split across planning zones in the Plan. The City-owned portion of Tin Can Hill is part of the Central Residential zone. Rat Lake and the other part of Tin Can Hill are within the Con Redevelopment Area.

Because the Area is used, as a unified whole, by residents for outdoor recreation purposes, this configuration is not practical from a land use management perspective.

It is worth noting here that other jurisdictions across Canada have specifically described their green spaces as a particular type of infrastructure to be able to ascribe a value in dollars to the natural landscape within a city. A case example is The Saskatoon Green Networks' natural infrastructure project^[4], which provides people and wildlife with access to continuous, high-quality green spaces and natural areas in the city.

[4] Reference Green Network | Saskatoon.ca

Here is an excerpt from the Green Network Website:

Part of the City's work includes quantifying the economic benefits associated with an enhanced Green Network. For example: Natural infrastructure like grasslands, forests, and wetlands are conservatively estimated to provide over \$48 million in services to the City of Saskatoon each year through storm water management, the provision of clean drinking water, quality of life through access to natural spaces, recreation, carbon sequestration, and more (Natural Capital Asset Valuation 2020)

CONTEXT

05

Saskatoon has taken a novel “equal status” approach to land management that balances the demands for growth and development with the shared need to create and maintain natural spaces for humans and wildlife within the city.

In the City of Yellowknife’s Smart Growth Development Plan (2010) there are several references to the value of Tin Can Hill as recreational parkland. The Plan mentions the fact that reserving Tin Can Hill for recreation and nature would encourage the City to focus on downtown intensification and the use of Brown Field sites, specifically in the Con Mine Area.

Planning policies and objectives for the Area are not clear, and they sometimes seem to conflict with each other. Although the Plan notes in numerous places how important Tin Can Hill is to citizens as an undeveloped natural area, actual zoning and planning objectives do not reflect this. The Plan says that the City-owned portion of Tin Can Hill will continue to be preserved as green space until it is needed for development. When it is developed, substantial portions would be maintained for trails and outdoor recreation. There is no yardstick to measure what constitutes a ‘substantial’ portion.

The other half of Tin Can Hill and Rat Lake are not addressed specifically in the Plan. Instead, the Plan notes that much of the Con Redevelopment zone will continue to be too contaminated for housing and will (should the City get the land transferred to it) be used for other purposes like outdoor recreation facilities (e.g. soccer fields)). It is not clear if Tin Can Hill and Rat Lake are viewed by the city as suitable for outdoor recreational purposes (and in any case, the TCHCC vision does not include structured permanent recreation facilities like soccer fields, arenas, etc.). The City plans to develop uncontaminated portions of the Con Redevelopment Area that are adjacent to existing roads, water/sewer for housing. Clarification is needed as to what areas are considered uncontaminated and development candidates.

PROPOSED AMENDMENTS

to the Yellowknife Community Plan

1. Creation of the Tin Can Hill/Rat Lake Regional Park

We propose that a new zone be created within the Plan - that of a Regional Park (Figure 1). The Area would be unified into this single zone. The purpose would be to provide strong and unambivalent protection to the Area as undeveloped natural parkland intended for outdoor recreation that requires little or no infrastructure.

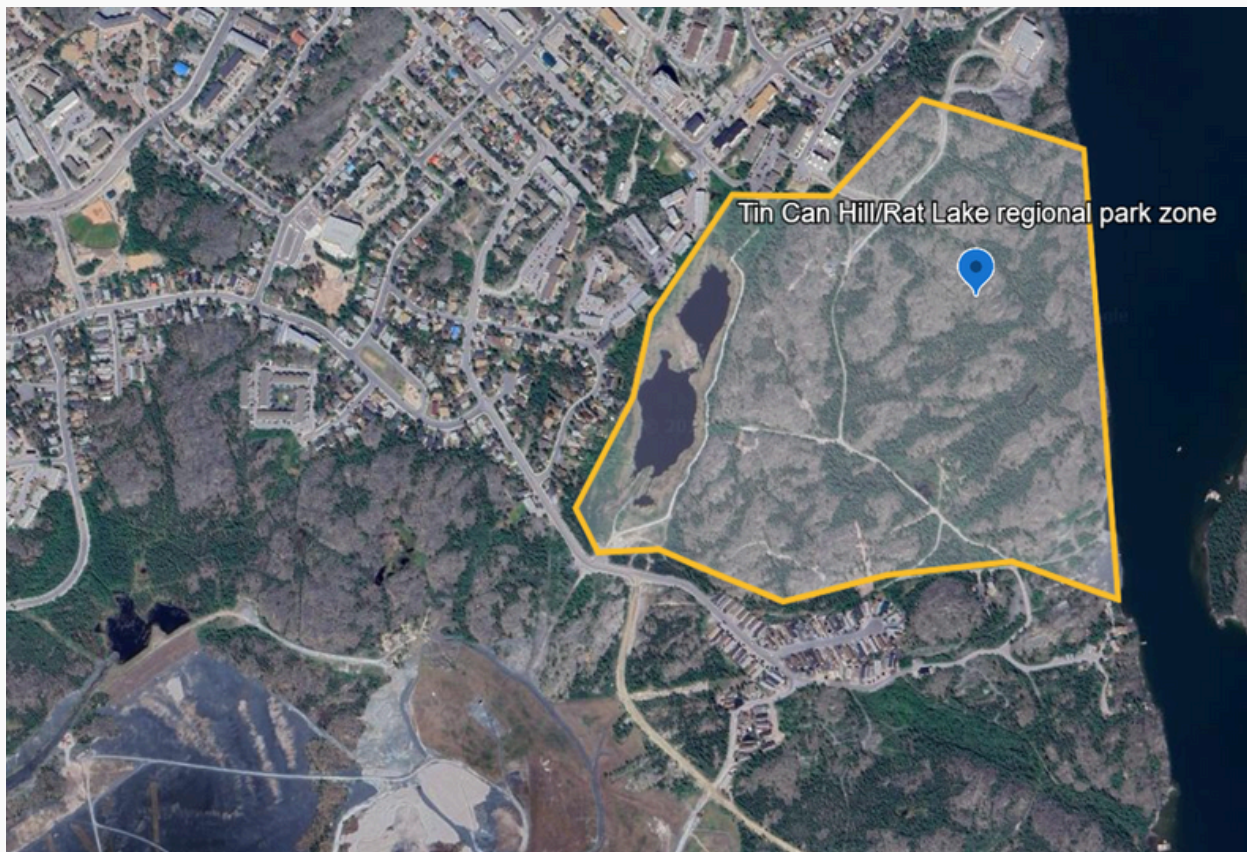


Figure 1. Study area and approximate boundary of proposed Tin Can Hill/Rat Lake Regional Park.



PROPOSED AMENDMENTS

to the Yellowknife Community Plan

2. Clarified and strengthened policy objectives for the Area

The new zoning should be accompanied by clear policy objectives for the Area, such as to:

- i. protect the area as undeveloped, natural parkland;
- ii. enhance the quality of life of residents and visitors by providing outdoor recreation space and opportunities to experience undiminished nature;
- iii. set aside a large, quiet, natural outdoor space that provides mental health benefits for residents;
- iv. promote ecological health by protecting and enhancing important natural landscapes within the City of Yellowknife; and
- v. prohibit development beyond limited infrastructure that may be required to enhance visitor experience (e.g. signage) or to protect the environment (e.g. boardwalks in sensitive habitats, garbage containers).

The TCHCC recognizes that for the time being, these actions will need to be considered as aspirational for the parts of the Area that are not owned by the City. However, we note that the current Plan contains numerous aspirational designations and policies, and so the approach above coheres with current Plan practice.

When land tenure of these lands is resolved, the City, relevant First Nations, the GNWT, and Gold Terra (as applicable) should consider arrangements to enable the Tin Can Hill/Rat Lake Regional Park zone to be protected under legislation as a Territorial Park, and a cooperative management agreement among the City, relevant First Nations, and the GNWT, as appropriate, should be developed.

PROPOSED AMENDMENTS

to the Yellowknife Community Plan

3. Other Considerations

The TCHCC has heard from City Administration and Council that suitable land for housing development is in very short supply and that this is the basis for the City's hesitation to be more assertive about setting aside Tin Can Hill as a long-term protected undeveloped natural parkland. We ask the City to consider the following points:

i. One cannot 'undo' development. Once a space is developed for housing, it is nearly impossible to go back to natural green space. Tin Can Hill is the last green space of significant size in this city that is within walking distance of many residents. City densification is good... but only to a point and in certain locations such as the downtown area. People need space to breathe and those spaces make a city attractive to residents, prospective residents, and tourists.

The City's 2010 Smart Growth Plan and Natural Preservation Strategy^[5] stresses that preservation of natural areas within the City is not only a critical Smart Growth objective, but is also 'inherently wrapped up with how lands are selected for development'. One strategy that the Plan identifies is to ensure that 'quantity, distribution and continuity targets are maintained throughout the city and by District'. Preservation of Tin Can Hill and Rat Lake is clearly in line with this strategy.

ii. We suggest that Urban System's 2024 projection of a 9.6% population increase in the City by 2035 may be impacted by emerging trends in the territory, in Canada, and internationally. Impending mine closures, very recent cuts to Canada's immigration levels, and potential economic stagnation from US tariffs could all decrease the need for new residential development in Yellowknife^{[6],[7]}.

[5] [Yellowknife Natural Area Preservation Strategy](#).

[6] [N.W.T. could lose hundreds of jobs and residents when the mines close, economist warns | CBC News](#)

[7] [Microsoft Word - DOCS-#761945-v1-](#)

[GOVERNANCE AND PRIORITIES COMMITTEE AGENDA APRIL 8 2024.doc](#)

iii. The Plan identifies numerous parcels of land within the City boundary that could be available for housing, if they were transferred from the GNWT. Other land parcels that are currently unavailable because they are under lease or land withdrawal could, in the near future, return to the GNWT and thus potentially be available for transfer to the City^[8]. The TCHCC calls on city and territorial governments to expedite transfer of land parcels that are currently available, and of other land parcels if/when they come back under GNWT jurisdiction.

iv. The Plan also notes numerous vacant and underused lots held by private interests that could host new housing. The TCHCC supports the City to provide or increase incentives to private owners of vacant/underused lots to make those spaces available for new housing.

[8] V5 First Reading, p. 26.

Annex A

HISTORY OF DEVELOPMENT CONTROVERSIES REGARDING TIN CAN HILL.^[9]

Between 1985 and 1989, the City of Yellowknife first actively studied Tin Can Hill as an area to expand the City's residential suburbs. One plan called for 410 single housing lots and five major apartment blocks. Ecology North presented in opposition to the plan. A canvassing of 165 homes in the immediate area revealed a 50/50 split opinion on the issue, while another statistic suggested that 4,000 people used the hill year-round for recreational purposes. Public forums drew huge crowds with a variety of perspectives.

A Tin Can Hill Association was formed in 1989 to advocate for balanced needs in the area. They presented a proposal for fewer houses in favour of more greenspace, which the City pushed back against. Ultimately, these plans did not proceed. In 1989, Con Mine asked the City to hold off on using Tin Can Hill for residential development as it might interfere with the mine's long term exploration plans. Instead, the City switched its focus to growth in the Frame Lake South and Range Lake North subdivisions. No significant mine exploration or development was ever conducted at Tin Can Hill.

In 2004, the City revised its General Plan and proposed putting Tin Can Hill residential zoning back on the agenda. City Councillors Mark Heyck and Kevin O'Reilly led a campaign to zone the area as greenspace. A newspaper telephone poll, when asking if the Hill should be preserved as parkland, demonstrated that 95% of callers (out of 205) were in favour of keeping it green.

Some of the phone messages were:

"Please don't let them pave it over and look like Niven Lake" ... "Even New York City has Central Park" ... "It really needs to be preserved as parkland. In 50 years time people will thank you for that decision" ... "Once wild space is gone, it's gone forever" ... "It's a beautiful spot and how much more development do we need?" ... "Tin Can Hill is a very special area to a lot of people" ... "I wonder how many times Yellowknifers can be asked this question? Is the City just waiting until we keep getting more and more people here who just don't care?" ... "Honey I shrunk the green space! That's what Yellowknife City council is saying. Sadly our quality of life is shrinking with it."

[9] Tin Can Hill Conservation Committee. May, 2023. Tin Can Hill - Historical Notes.

In November 2004, City Council voted 5-3 in favour of putting Tin Can Hill residential development in the General Plan; yet there was no immediate need to open these lands. Citizen use of Tin Can Hill continued uninterrupted for the next few years although there was a continual disconnect between residents and City administration on the value of the area. A 2007 report on the ecological resources of Yellowknife was panned by both residents and City Council members because of its methods of ranking well-trodden, close-to-town areas - like Tin Can Hill - as a lower value, compared to higher ranking areas outside of City limits. Ultimately, the report was not of any benefit to greenspaces within City limits that were more likely to be developed.

The question of including Tin Can Hill development in the City's General Plan was revived in 2008-2009. Supporters cited concerns about urban sprawl far from the City core and the cost of living. Detractors suggested downtown densification would be a more efficient option to address Yellowknife's housing problems. Yet another media poll (606 respondents) showed 54% against development, 39% in favour of limited development, and 7% in favour of full development. City Councillor Mark Heyck again led the charge for preservation, saying: "Any resident, free of charge, can find peace and serenity on top of Tin Can Hill." A compromise was reached in September 2009: a motion to rezone Tin Can Hill from "growth management" to "parks and recreation" was put on hold, but City Council also read a motion to remove reference to residential development from the General Plan, and to await the results of larger planning schemes for the City - effectively kicking the proverbial "can" down the road for a future City Council and administration.

Meanwhile, residential development on the periphery of the Hill was approved, leading in 2009-2010 to the construction of the Coppersky Condo complex at the end of School Draw Avenue. In 2012, land was set aside at the foot of the Hill for another condo project, which was finally completed in 2022.



Federal requirements for Yellowknife to have a new water treatment plant led to the first carving off of Tin Can Hill for development. In 2011, construction began on the water treatment facility on the shore of Yellowknife Bay, at the very northern tip of Tin Can Hill and adjacent to the original water pumphouse on 48th street/School Draw Avenue. The new facility cut into only a small portion of the area, and yet the visual impact on Tin Can Hill was immense. A new access road was created, necessitating - according to engineers - a shallower-grade road blasted through a large ridge from School Draw Avenue, rather than using the existing road off 48th street. “I understand a new water treatment plant is needed, but what they are doing and the amount of destruction of the landscape is horrible” said one local resident.



To some observers, it appeared that the City had intentionally engineered this road to allow for future development on Tin Can Hill. “The new road will be a perfect entry point for future development and surely the City has considered this” wrote a newspaper editorial. The release of the draft 2010 General Plan then revealed that Tin Can Hill was, once again, recommended for new developments, sparking another wave of debate. “The excuse of the water plant and a road through the middle is a dishonest way to take the first step to opening it for exploitation, not to mention a huge waste of my and others tax dollars,” wrote one resident. “Like always, it’s an uphill battle to achieve good healthy outcomes for the community.”

In January 2012, Tin Can Hill was successfully rezoned from “Growth Management” to “Parks and Recreation” by a pro-preservation City Council. Mayor Gord Van Tighem was pragmatic about the achievement: “If people want to one day decide to develop it and make a big push to do it, it would probably come back on the agenda. But for now, it is a park.” In addition to this zoning protection, Tin Can Hill was designated as one of only three “off-leash dog parks, and the City installed trash cans and permitted a boardwalk to be constructed over a marshy section of trail. Contributing further to area infrastructure, a bench to commemorate retired Catholic priest Rene Fumoleau was installed by Yellowknife citizens on the trail overlooking Yellowknife Bay, following his death in 2019.

Tin Can Hill remained an actively trodden greenspace without worry for the next ten years. Then, in 2022, a proposal for a new Aurora College campus and residence was brought before a Yellowknife City Council nearing the end of its term of office. The Government of the Northwest Territories was looking to build a new polytechnic university to replace its downtown college facility and had narrowed its focus on Tin Can Hill as one of the best options in Yellowknife. The northern portion of the hill overlooking Yellowknife Bay was intended for a campus with several additional amorphous circles identified for “future expansion”. City Council was asked to consider a rezoning of all of the city-owned portion of Tin Can Hill for this proposed use.

As expected, the proposal provoked high emotions from all sides yet again. In late 2022, a Tin Can Hill Conservation Committee was formed to provide a unified message to both levels of government - City and Territorial - that Tin Can Hill should be permanently protected as a natural space for the respectful enjoyment of all.

Poor economic outlooks put the polytechnic university campus development on an indefinite ‘hold’, and in March 2025 the City voted to terminate its Memorandum of Understanding with the GNWT and Aurora College regarding the Tin Can Hill campus.





Tin Can Hill Conservation Committee

