



CITY OF YELLOWKNIFE

Council Agenda

Monday, July 28, 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 Rob Warburton

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

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 special meeting of Monday, June 9, 2025 are presented for adoption.

4. Councillor McLennan moves,
Councillor _____ seconds,

That Minutes of Council for the special meeting of Monday, June 9, 2025 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, June 9, 2025 are presented for adoption.

6. Councillor McLennan moves,
Councillor _____ seconds,

That Minutes of Council for the regular meeting of Monday, June 9, 2025 be presented for adoption.

Unanimous	In Favour	Opposed	Carried / Defeated
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Item No.

Description

Previously
Distributed

7.

Minutes of Council for the special meeting of Monday, June 16, 2025 are presented for adoption.

8.

Councillor McLennan moves,
Councillor _____ seconds,

That Minutes of Council for the special meeting of Monday, June 16, 2025 be presented for adoption.

Unanimous	In Favour	Opposed	Carried / Defeated
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Previously
Distributed

9.

Minutes of Council for the special meeting of Monday, June 24, 2025 are presented for adoption.

10.

Councillor McLennan moves,
Councillor _____ seconds,

That Minutes of Council for the special meeting of Monday, June 24, 2025 be presented for adoption.

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

11.

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

CORRESPONDENCE & PETITIONS

12.

A letter from Kevin O'Reilly regarding Artic Security Corridor.

STATUTORY PUBLIC HEARINGS

13.

There were no Statutory Public Hearings for the agenda.

DELEGATIONS PERTAINING TO ITEMS ON THE AGENDA

14.

There were no delegations pertaining to items on the agenda.

Item No.

Description

MEMBER STATEMENTS

15. There were no statements for the agenda.
16. Are there any Member statements from the floor?

INTRODUCTION AND CONSIDERATION OF COMMITTEE REPORTS

Councillor McLennan will introduce the following reports:

17. Governance and Priorities Committee Report for June 9, 2025.
18. There was no business arising from this meeting.
19. Governance and Priorities Committee Report for June 16, 2025.
20. There was no business arising from this meeting.
21. Governance and Priorities Committee Report for June 24, 2025.
22. Councillor McLennan moves,
Councillor _____ seconds,

That Council:

- 1. Accept for information the findings and recommendations of the Final Report of the Water and Sewer Rate Structure Review by Inter Group Consultants; and**
- 2. Direct Administration to return to Council with an implementation plan and timeline following a further exploration of options that consider the following:**
 - i. the five-year phased approach (~38% increased to truck services) set out in the consultant's final report;**
 - ii. a balanced rate across all categories instead of focusing on trucked services;**
 - iii. a subsidy for agricultural uses;**
 - iv. a subsidy for multi-residential uses; and**
 - v. other options that Administration believes will achieve progress towards the Strategic Direction of the City.**

Unanimous	In Favour	Opposed	Carried / Defeated
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Item No.

Description

23.

Councillor McLennan moves,
Councillor _____ seconds,

That Council approve the Discretionary Use to allow a Similar Use to a Hotel on Lot 31, Block 512 and Plan 4740 (346 Borden Drive).

Unanimous	In Favour	Opposed	Carried / Defeated
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24.

Governance and Priorities Committee Report for July 14, 2025.

25.

Councillor McLennan moves,
Councillor _____ seconds,

That Mayor and Council:

- 1. Authorize Administration to apply to the Canadian Radio and Telecommunications Commission (CRTC) for approval to implement 311 service for the City of Yellowknife**
- 2. Direct Administration to move forward with planning and implementation of a 311 service for the City of Yellowknife as part of modernization efforts.**

Unanimous	In Favour	Opposed	Carried / Defeated
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NEW BUSINESS

26.

A memorandum regarding whether to appoint Eli Smith as a Development Officer for the City of Yellowknife.

27.

Councillor McLennan moves,
Councillor _____ seconds,

That:

- 1. pursuant to s. 3.1 of Zoning By-law No. 5045, as amended, Eli Smith be appointed as a Development Officer for the City of Yellowknife; and**
- 2. the term of appointment shall expire upon termination of employment with the City of Yellowknife.**

Unanimous	In Favour	Opposed	Carried / Defeated
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Item No.

Description

ENACTMENT OF BY-LAWS

28. By-law No. 5110 - A by-law authorizing the City of Yellowknife to acquire fee simple title of Road R1 Frame Lake, Plan 3850, a Commissioner's Land, is presented for Second and Third Reading.

29. Councillor McLennan moves,
Councillor _____ seconds,

Second Reading of By-law No. 5110.

Unanimous	In Favour	Opposed	Carried / Defeated
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30. Councillor McLennan moves,
Councillor _____ seconds,

Third Reading of By-law No. 5110.

Unanimous	In Favour	Opposed	Carried / Defeated
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31. By-law No. 5111 - A by-law authorizing the City of Yellowknife to acquire fee simple title in Commissioner's Land described as Parcel A, Quad 85 J/8, as identified in Schedule "A" of By-law No. 5111, is presented for Second and Third Reading.

32. Councillor McLennan moves,
Councillor _____ seconds,

Second Reading of By-law No. 5111.

Unanimous	In Favour	Opposed	Carried / Defeated
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33. Councillor McLennan moves,
Councillor _____ seconds,

Third Reading of By-law No. 5111.

Unanimous	In Favour	Opposed	Carried / Defeated
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Item No.

Description

34.

By-law No. 5112

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A by-law authorizing the City of Yellowknife to acquire fee simple title in Commissioner’s Land described as Parcel B, a Portion of Block 77A Plan 512, as identified in Schedule “A” of By-law No. 5112, is presented for Second and Third Reading.

35.

Councillor McLennan moves,

Councillor _____ seconds,

Second Reading of By-law No. 5112.

Unanimous	In Favour	Opposed	Carried / Defeated
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36.

Councillor McLennan moves,

Councillor _____ seconds,

Third Reading of By-law No. 5112.

Unanimous	In Favour	Opposed	Carried / Defeated
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37.

By-law No. 5113

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A by-law authorizing the City of Yellowknife to acquire fee simple title of Lots 26 and 27 Block 201 Plan 4639, a Commissioner’s Land, is presented for Second and Third Reading.

38.

Councillor McLennan moves,

Councillor _____ seconds,

Second Reading of By-law No. 5113.

Unanimous	In Favour	Opposed	Carried / Defeated
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39.

Councillor McLennan moves,

Councillor _____ seconds,

Third Reading of By-law No. 5113.

Unanimous	In Favour	Opposed	Carried / Defeated
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<u>Item No.</u>	<u>Description</u>
<u>DEFERRED BUSINESS AND TABLED ITEMS</u>	
40.	There was no deferred business and there were no tabled items for the agenda.
41.	Is there any deferred business or are there any tabled items from the floor?
<u>OLD BUSINESS</u>	
42.	There was no old business for the agenda.
43.	Is there any old business from the floor?
<u>NOTICES OF MOTION</u>	
44.	There were no notices of motion for the agenda.
45.	Are there any notices of motion from the floor?
<u>DELEGATIONS PERTAINING TO ITEMS NOT ON THE AGENDA</u>	
46.	A presentation regarding NEST Building Fire Hydrant Requirement.
<u>ADMINISTRATIVE ENQUIRIES</u>	
47.	There were no administrative enquiries for the agenda.
48.	Are there any administrative enquiries from the floor?
<u>ADJOURNMENT</u>	

June 19, 2025

Mayor and Council
City of Yellowknife
P.O. Box 580
Yellowknife NT
X1A 2N4

Dear Mayor and Council

I was disappointed and dismayed to see [media reports](#) that Yellowknife City Council had recently received a presentation on large infrastructure projects from the Government of the Northwest Territories (GNWT) and then passed a [motion of support](#) for one of them later the same day, by [dispensing with the required public notice](#).

You may know that I served as a Member of the Legislative Assembly 2015-2023 representing the Frame Lake electoral district. I continuously questioned these large infrastructure projects in terms of their need, rationale, priority, impacts on financial capacity, environmental effects, unproven benefits and trade-offs with other areas of needed investment like housing, health care and education. I will spare you all the details, but it would be fair to say that GNWT needs to take a more balanced approach, disclose much more information, and refrain from being a corporate cheerleader.

I watched the GNWT presentation for any mention of the environmental impacts of the so-called Arctic Security Corridor and there was none. This project would slice through the range of the [Bathurst caribou herd](#) which is at a critically low level of about 6,240 animals, down from about 470,000. This project would cause irreversible and detrimental impacts to the herd that is already on the brink of extinction. Who speaks for the caribou? Clearly it is not GNWT.

The Tłıchō Government also requested a Regional Study under the *Mackenzie Valley Resource Management Act* more than four years ago on [June 7, 2021](#):

We recognize that the region has great value for cultural well-being, way of life, and caribou, and the region has great value and potential for economic development. Tłıchō Government's view is that in order to reconcile these values we need an independent assessment of options, impacts, and benefits, before permanent infrastructure is built.

Permanent infrastructure such as the Slave Geological Province Road ("Corridor") proposed by GNWT would irreversibly change the region.

Starting to build a road or major infrastructure without working together to develop a common vision, and without the information needed to inform wise decisions, risks long delays, lost time and money, severe impacts on wildlife and the environment, and missed economic opportunities. There is only one chance to get it right.

Following a number of meetings and a large workshop, a previous Minister of Crown-Indigenous Relations and Northern Affairs Canada approved a Regional Study on [February 3, 2023](#). That letter said, among other points:

Regional studies (sometimes referred to as Regional Strategic Environmental Assessments), offer a decision-aiding framework that can be used to systematically evaluate the impacts of multiple developments in a region. They are increasingly used throughout the world to identify the benefits and risks of development in a region in a way which reflects the complexity and the variety of issues that need to inform decisions. Cumulative effects issues are increasingly central to communities experiencing the increasing pressure of multiple developments on important resources and community values over time. A clear understanding of these effects and options to address them are often important elements in regional studies.

It is not clear to me why City Council would support the so-called Arctic Security Corridor without some discussion or debate about the environmental impacts of this project and while negotiations are taking place on a Regional Study. A Regional Study will be of limited, if any, value should GNWT proceed with this project and attempt to have it fast-tracked or even exempted from existing environmental assessment law and constitutionally entrenched land rights agreements. Had there been an opportunity for some public notice of the motion at City Council, I would have made these facts and points to City Council.

I have also been clearly on the public record as having many concerns about the Taltson Expansion Project and the lack of public disclosure around it. While I might be convinced to support a limited expansion to build a NWT grid, expansion to serve imaginary mining operations at public cost is questionable at best. For the \$2-3 billion cost disclosed by the Minister, which is the first time this has revealed, this would equate to over \$150,000 for every residential household in the NWT. Surely we can find a better and more sustainable way to build household and community energy security than the Taltson Expansion Project. The rest of the world is moving away from large, centralized energy systems to household energy self-sufficiency.

Before you conclude that I am against any sort of resource development or large infrastructure projects, I have also been on the public record that if there is one project

worth proceeding with, it would be the Mackenzie Valley Highway. Especially if this project is done at a pace and scale that allows and optimizes community economic benefits. I am skeptical that GNWT's fast-track approach will do that but I also have confidence that the Mackenzie Valley Environmental Impact Review Board will carefully consider this project and recommend measures to improve its sustainability.

In closing, I want to reiterate that City Council should ensure it is fully informed before offering unconditional support for large infrastructure projects brought forward by GNWT. We should not dispense with opportunities for public input, that are hallmarks of pluralistic democracies, in the rush to make decisions.

I also request that you add this letter to your next City Council agenda package.
Thanks.

Sincerely,

Kevin O'Reilly

cc. Minister Caroline Wawzonek, Responsible for Strategic Infrastructure, Energy and Supply Chains
Regular MLAs, NWT Legislative Assembly



CITY OF YELLOWKNIFE

GOVERNANCE AND PRIORITIES COMMITTEE REPORT**Monday, June 9, 2025 at 12:05 p.m.**

Report of a meeting held on Monday, June 9, 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 R. Foote,
Councillor C. McGurk,
Councillor T. McLennan, (via teleconference)
Councillor S. Payne, and
Councillor R. Warburton.

The following members of Administration staff were in attendance:

S. Van Dine,
R. Andrews,
C. Caljouw,
D. Gillard,
C. Greencorn,
K. Pandoo,
C. Saunders,
K. Thistle,
C. White, and
S. Jovic.

<u>Item</u>	<u>Description</u>
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| 1. | (For Information Only)
Councilor Warburton read the Opening Statement at the Special Council Meeting. |
| 2. | (For Information Only)
There were no disclosures of conflict of interest. |

3. Committee heard a presentation from Caroline Wawzonek, Minister of Infrastructure; Andrew Steward, Director, Strategic Energy Initiatives; and Seth Bohnet, Director, Strategic Infrastructure, regarding Strategic Energy and Infrastructure Public Updates. The presentation provided an overview of the Taltson Expansion Project, Arctic Security Corridor – NWT project and the Mackenzie Valley Highway Project. Together the projects will unlock regional connectivity; enable sustainable development; catalyze economic growth and strengthen sovereignty and resilience.

(For Information Only)

4. Committee discussed a resolution regarding Encampments.

(For Information Only)

5. Committee recessed at 1:25 p.m. and reconvened at 1:35 p.m.

(For Information Only)

6. Committee continued its discussion regarding a resolution respecting Encampments.

Committee recommended that the following resolution be presented for adoption:

RESOLUTION RESPECTING ENCAMPMENTS

WHEREAS all residents of Yellowknife deserve to feel safe in their community; and

WHEREAS encampments with makeshift structures have been established in Yellowknife; and

WHEREAS encampments have been established elsewhere within the community; and

WHEREAS the Government of the Northwest Territories (GNWT) holds the authority and financial responsibility with respect to housing, social services, and community justice; and

WHEREAS there may be public use of alcohol and drugs, drug dealing and vandalism taking place; and

WHEREAS the City of Yellowknife provides support and funding for the Line Drive Outreach Program through financial resources made available from the Government of Canada; and

WHEREAS Yellowknife City Council wants to collaborate with compassion with underhoused and unhoused peoples, and support the GNWT to support both public safety and public health for all Yellowknifers;

NOW THEREFORE BE IT RESOLVED THAT Yellowknife City Council:

1. Direct Administration to bring forward recommendations regarding any existing bylaws that need amendment or new by-laws that need consideration, so that a temporary encampment can be identified, to address unacceptable behaviour;
2. Recommends that the GNWT as the level of government responsible for housing, community justice, and social services, provides oversight of the temporary encampment, including but not limited to ensuring occupant safety, access to basic needs such as potable water, waste removal, porta potties, and other necessities;
3. Recommends that the RCMP increase their foot and bike presence downtown, specifically from 52nd Avenue to Franklin/50th Avenue and from 47th Street to 52nd Street, in recognition of the visible presence of vandalism, public alcohol use, and potential public drug dealing and use;
4. Commits that the City of Yellowknife will support public health and safety of encampment residents at the request of and cost paid for by the GNWT by providing solid waste and sewage collection, as well as enforcing by-laws that reinforce public safety at an encampment between the Legislative Assembly and 48th Street, near the day shelter, as a place that is acceptable for a temporary encampment;
5. Commits that the City of Yellowknife Municipal Enforcement Division will prioritize engagement and visibility in the community, particularly in the downtown core focusing on litter, unsightly lands, and ensuring a safe environment for all.

Committee noted that this matter will be discussed under new business at that evening's Council meeting.

7. Committee discussed an Arctic Security Corridor Resolution.

Committee recommended that the following resolution be presented for adoption:

RESOLUTION TO SUPPORT THE DEVELOPMENT OF THE
ARCTIC SECURITY CORRIDOR

WHEREAS the Government of Canada is working closely with provinces, territories, and Indigenous Peoples to identify and catalyze projects of national significance; and

WHEREAS First Ministers have stated it is important to invest in dual-use infrastructure in Northern and Arctic communities that will address Canada's Arctic sovereignty and

security goals, meet local community needs, advance national energy independence, and unlock the North's economic potential; and

WHEREAS First Ministers, including the Premiers of the Northwest Territories, Nunavut and Yukon as well as all western provinces are advocating that the Government of Canada support the Arctic Security Corridor as a National Building project and demonstrate Arctic sovereignty and to open another route to move Canadian natural resources and commodities such as critical minerals to domestic and international markets; and

WHEREAS Premiers acknowledged the federal commitment to move quickly to improve Canada's defence capabilities and meet international spending targets; and

WHEREAS the City of Yellowknife serves as a gateway to resource development to the Northwest Territories as a whole, and both the Kivalliq and Kitikmeot regions of Nunavut through highway, airport and access to barge infrastructure; and

WHEREAS Indigenous equity and participation will be pivotal to the success of these projects; and

WHEREAS the City of Yellowknife, together with the Yellowknives Dene First Nation, the Tłıchǫ Government, and the North Slave Métis Alliance, has worked within the framework of truth and reconciliation to form foundational partnerships grounded in mutual respect and joint decision-making, collaborating on infrastructure and economic development initiatives that enhance the well-being of all members, citizens and residents; and

WHEREAS the City of Yellowknife is the largest population, and is the services and logistics centre in the Northwest Territories, offering an established industrial supply chain, skilled workforce, and training institutions capable of supporting every phase of the Arctic Security Corridor, from construction through long-term operations; and

NOW THEREFORE BE IT RESOLVED THAT the City of Yellowknife supports Canada's selection of the Arctic Security Corridor as a project of National significance; and

BE IT FURTHER RESOLVED THAT the City of Yellowknife ask other governments such as the Government of Canada, the Government of the Northwest Territories, the Tłıchǫ Governments, the Yellowknives Dene First Nation, and the North Slave Metis Alliance to work with the City to ensure that the Arctic Security Corridor project is realized and maximum benefits accrue to the region; and

BE IT FURTHER RESOLVED THAT the City of Yellowknife is ready to work collaboratively with all other governments to maximize benefits for all peoples of the Northwest Territories specifically and Canada broadly and make joint investments that ensure Canadian Arctic sovereignty and prosperity.

Committee noted this matter would be discussed under new business at this evening's Council meeting.

(For Information Only)

8. Committee accepted for information a memorandum regarding a report regarding Mayor Hendriksen and Councillor Cochrane's travel to Ottawa, ON to attend the Federation of Canadian Municipalities Conference, May 28 – June 1, 2025.

(For Information Only)

9. Committee read a memorandum regarding whether to proceed with surface patching treatment of Franklin Avenue (41 Street to 43 Street).

Committee noted that Administration is currently in the detailed design phase for major reconstruction efforts of Franklin Avenue from 41 Street to 43 Street, commonly known as Franklin Hill. Last reconstructed in 2004, this section of roadway has undergone significant differential settlement on the north side. Major reconstruction was scheduled for 2026 in the City's capital planning process.

Concurrently, there is also the significant capital replacement of Lift Station #1 on the corner of School Draw and Franklin Avenue. This project also requires some work to be completed on Franklin Avenue due to the sewage forcemain location and connection.

Contractors bidding the major lift station work have requested a 12-month extension to the completion date of the project citing schedule complications associated with our short construction season and the underground nature of the work near Great Slave Lake and expected water table issues.

Council Strategic Direction/Resolution/Policy include:

Strategic Direction #1: People First

Focus Area 1.2 Housing for All

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

Strategic Direction #2: Service Excellence

Focus Area 2.1 Asset Management

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

Applicable legislation, by-laws, studies and plan include Budget 2025.

Lift Station #1 Project Schedule

There are significant underground works required to construct the new lift station. The prequalified contractors bidding on the work have suggested that the City's project

schedule is problematic due to the timing of the tender period as well as the shortened construction season. It is not favorable to begin major excavations with cold weather approaching.

Public Works & Engineering agreed with the assessment of contractors, and a 12-month extension was granted from July 2027 to July 2028. The extension reduces project risk and provides contractors with an extended period in which to plan work in a more effective manner, and potentially lowering project costs due to reduced risk.

Franklin Avenue Reconstruction

This section of roadway is currently in the detailed design and estimating phase of the project. Major capital work was scheduled for the 2026 construction season. Due to the extension of the lift station and forcemain work, Administration is rescheduling the major capital works for 2028 or 2029. This will provide some relief for residents impacted by construction in the vicinity as 49A Avenue that underwent water and sewer replacement as well as paving in 2024 and 2025.

The intent of this project is to remove the areas of settlement and heaving and create a smoother road surface in this specific area as a temporary repair until a larger capital project described above can be completed.

Road Safety

Delaying the major capital reconstruction project to 2028 or 2029 is problematic for existing road conditions and safety. The road has undergone significant differential settlement over the years. Administration is recommending surface treatment (patching) to address this and create a safer and more comfortable road section in the interim.

Financial Considerations

The estimates received from the City's engineering consultant in collaboration with the contractor are approximately \$625,000.00. Administration is recommending these costs be covered by paving carryover amounts of \$1,989,122.00. There will also be lower capital expenditures than planned due to the extension of the lift station project schedule.

With the request of a schedule extension granted for the lift station project, Administration determined that this would impact the future scheduling of major capital works planned for Franklin Avenue (Hill). Administration also recognizes that this section of road cannot endure another 3-4 years of current state. An investment in surface treatment (patching) this season will extend this roadway for the expected time and will provide relief in project coordination and for residents of the area.

Consideration of all the enclosed information results in this deviation from the 2025 capital budget and is the recommendation of Administration.

That Council authorize Administration to redirect capital carry over funding to make improvements to Franklin Avenue from 41 Street to 43 Street.

Committee noted this matter would be discussed under new business at this evening's Council meeting.

10. The meeting adjourned at 1:50 p.m.



CITY OF YELLOWKNIFE

GOVERNANCE AND PRIORITIES COMMITTEE REPORT

Monday, June 16, 2025 at 12:05 p.m.

Report of a meeting held on Monday, June 16, 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 R. Foote,
Councillor C. McGurk,
Councillor T. McLennan,
Councillor S. Payne, and
Councillor R. Warburton.

The following members of Administration staff were in attendance:

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

<u>Item</u>	<u>Description</u>
1.	(For Information Only) Councillor Arden-Smith read the Opening Statement at Special Council meeting.
2.	(For Information Only) Committee agreed unanimously to amend the agenda to include a discussion regarding the seasonal bike lane project.

(For Information Only)

3. Councillor Cochrane declared a conflict of interest with Item No. 5 on the agenda, a presentation from the Giant Mine Remediation Project Team, due to his employment with Parsons Inc. as the Community Relations Officer for the Giant Mine Remediation Project.

(For Information Only)

4. Committee heard a presentation from Inspector Kurtis Pillipow regarding RCMP Priorities. Mr. Pillipow noted that the proposed current fiscal year RCMP Annual Performance Plan Priorities include:
 1. Crime Reduction / Interruption (Target enforcement responses to reduce harm to the community coupled with initiatives to detect and deter crime).
 2. Reconciliation and Community Leadership Engagement (Continue to build strong relationships with Indigenous communities and residents).
 3. Enhancing road safety.

(For Information Only)

4. Councillor Cochrane declared a conflict and excused himself from the meeting at 12:15 p.m.

(For Information Only)

5. Committee head a presentation from Natalie Plato and Candace Ross, representatives of the Giant Mine Remediation Project Team, regarding Upset Conditions from Water Source Selection Study Update and Minewater Management and Risk Evaluation.

(For Information Only)

6. Councillor Cochrane returned to the meeting at 12:44 p.m.

(For Information Only)

7. Committee discussed the seasonal bike lane pilot project as discussed during 2025 budget deliberations. Committee noted that \$10,000 was allocated for trial painted bike lanes on Forrest Drive (between Franklin Avenue and 51A Avenue), Range Lake Road (between Finlayson Drive and Woolgar Avenue), and 52nd Street (52 Avenue to 49 Avenue) and 47th Street (52 Avenue to 49 Avenue). Committee noted that 52nd Street has designated on-street parking areas and agreed to move the trial painted bike lanes from 52nd Street to 53rd Street (52 Avenue to 49 Avenue) to minimize the impact on traffic.
5. The meeting adjourned at 12:49 p.m.



CITY OF YELLOWKNIFE

GOVERNANCE AND PRIORITIES COMMITTEE REPORT

Tuesday, June 24, 2025 at 12:05 p.m.

Report of a meeting held on Tuesday, June 24, 2025 at 12:05 p.m. in the City Hall Council Chamber. The following Committee members were in attendance:

Chair: Deputy Mayor R. Warburton,
Mayor B. Hendriksen, (via teleconference)
Councillor G. Cochrane,
Councillor R. Fequet,
Councillor R. Foote,
Councillor C. McGurk, (via teleconference)
Councillor T. McLennan,
Councillor S. Payne, and
Councillor R. Warburton.

The following members of Administration staff were in attendance:

S. Van Dine,
C. Caljouw,
C. Greencorn,
S. Jovic,
C. MacLean,
K. Pandoo,
C. Saunders,
K. Thistle,
C. White, and
B. Ly.

<u>Item</u>	<u>Description</u>
	(For Information Only)
1.	Councillor Cochrane read the Opening Statement at Special Council Meeting.
	(For Information Only)
2.	There were no disclosures of conflict of interest.
3.	Committee read a memorandum regarding whether to:

1. **accept for information the findings and recommendations of the Final Report of the Water and Sewer Rate Structure Review by Inter Group Consultants; and**
2. **direct Administration to return to Council with an implementation plan and timeline based on the five year phased approach set out in the Final Report.**

Committee noted that as the City's current water and sewer rate structure was established more than twenty-five years ago, a Water and Sewer Rate Structure Review ('Review') was initiated in the spring of 2021. However, this project experienced some delays due to several events, including public health orders related to COVID outbreaks and the evacuation of Yellowknife due to wildfires in 2023.

As a result, the Final Report of the Review became available in April 2025 and Intergroup Consultants Ltd, ('the Consultants') gave a presentation on their findings and recommendations to the Governance and Priorities Committee (Committee) on April 14, 2025. Briefly, to minimize the water and sewer bill impacts for trucked services customers, the Consultants are recommending the following phased-in approach over five years:

1. To focus on rate rebalancing as a first step; implementation of separate water and sewer rates; adding rate premiums to trucked service; and removing the Equivalent Residential Unit (ERU) from Access Fee charge. These would be implemented over a three-year period. (2026-2028).
2. Further, simplify the rate structure by rolling the Infrastructure Levy into the water and sewer rates in 2029.
3. Finally, by the year 2030, to limit the rate structure components to only demand and consumption charges for both water and sewer utilities.
4. Establishment of a Utility Reserves Account.

The above recommendations focused on rate simplification and a movement towards full cost recovery over time.

Legislative:

The City has authority to establish water and sewer utility rates pursuant to the *Cities, Towns and Villages Act*, City's Fees and Charges By-law No. 4436, as amended, and the Water and Sewer Services By-law No. 4663, as amended.

Financial:

The Water and Sewer Fund is used to maintain and operate all infrastructure related to potable water, both piped and trucked, and collection, treatment and disposal of sewage. Based on its three year rolling budget, the City is anticipating an operating deficit of around \$1.9 million in 2025 as well as a downward trend in the closing balances of this fund after next year with the ending balance in 2027 showing a negative \$1.6 million unless water and sewer rates and fees are increased accordingly.

It is crucial to note that budget allocations from the Water and Sewer Fund have not kept pace with the cost of installing water and sewer infrastructure over the years as it is costing

more to do the same amount of work. In a nutshell, the Water and Sewer Fund should be contributing more towards the Capital Fund for Water and Sewer projects.

Past, Current and Future Land Development:

It is important to recognize that in some instances, trucked services were determined by geography, as there was no infrastructure in place for connection.

It is also vital to understand that different services and cost structure is important with respect to current and future development decisions as hidden subsidies present a complicating factor. For example, large water users might decide to develop areas, which benefit from cross-subsidized rates on trucked services if land prices are less expensive.

Public Engagement:

The Interim Report of the Review was made available on the City PlaceSpeak website between June 4 to July 21, 2023 where members of the public were able to engage and give their feedback. While the Review contains recommendations regarding a range of 'technical issues', the recommendations regarding 'rate structure' received the most attention during the public engagement process. Many comments received during the public engagement process of the Review, and sent subsequently via e-mail to City counsellors, raised a number of points in support of continued cross-subsidization of trucked services by customers on piped services, or the establishment of one residential rate.

The following key issues were raised during the engagement process:

1. Is having different utility rates for trucked and piped services customers fair? Is this consistent with best practices?
2. Are there opportunities to mitigate the rate impact on trucked services customers?
3. What utility rate principles should be considered in establishing rates?

Issues:

1) Is having different utility rates for trucked and piped services customers fair? Is this consistent with best practices?

- i) The Review indicates that having different rates for the trucked and piped services is consistent with best practices. Establishing rates based upon readily identifiable costs is fair and an industry best practice. For example, the American Water Works Association (AWWA) manual states that *"...recognizing and recovering the costs associated with different types of demand from the appropriate customer classes avoids subsidies among customer classes and minimizes potential subsidies within customer classes."* Therefore, when practical and appropriate, even subsidies within customer classes should be minimized.
- ii) During engagement, some members of the public pointed to other city services that are available to all residents (aquatic centre, other recreational facilities,

etc.) and suggested a utility rate system that is almost similar in nature. But according to the Consultants, this is not an appropriate comparison. A utility is different from nearly all the other services that the City provides, where everyone has access. Utility costs can be readily identified and for sustainable utilities, the recovery of these costs is ideally based on usage and cost recovery.

Therefore, it is imperative that the establishment of water and sewer rates is based on clearly identified rationale. For example, in 2024, combined trucked water and sewer services paid about only Sixty-four percent (64%) of their cost of service; and the Review highlighted that this was not the result of an informed policy decision, but a situation that evolved over time.

2) Are there opportunities to mitigate the rate impact on trucked services customers?

- i) The AWWA manual states that properly designed rates should recover costs as nearly as practicable. At this point, it would be helpful to consider what is included in the trucked water and sewer rates included in the Final Report (2027 forecast):

Costs	Amount(\$)	Explanation
Contracted Services:	\$1,982,000	Directly contracted delivery / pick-up
Accounting and General Admin:	\$140,000	Based on customer ratio
Treatment and Supply:	\$246,000	Based on consumption ratio (5%)
Transmission and Distribution:	\$0	Already removed for trucked customers
Total	\$2,367,000	

- ii) As depicted in the above table, the trucked services revenue in 2024 was \$1,514,000, which did not even cover the directly contracted services. It should also be noted that transmission and distribution costs for trucked services customers have already been removed by the Consultants to mitigate the rate impact on trucked services customers and to be responsive to concerns raised during the public engagement process.
- iii) The Review also found that there is no practical opportunity to reduce trucked services costs and that reducing the rate impact on trucked customers would clearly require some form of continued cross-subsidy, from piped services customers to trucked services customers. As reflected in the Final Report, should this decision be made, it is recommended that the cross-subsidy be transparent. Understanding the true cost of service is important for future development decisions and to ensure that rate policy is not unduly influencing the market (such as the real estate market).

3) What utility rate principles should be considered in establishing rates?

The Consultants have relied upon the key guiding principles of the American Water Works Association Manual for their Review and they are as follows:

- i) ***Recover Full Cost of Providing Service:***
This ensures that the utility is sustainable in the long term and not underfunded or subsidized by other municipal revenues.
- ii) ***Rates Should Reflect the Costs to Serve Customers***
- iii) ***Rates and Fees Should be Easy to Understand:***
The goal should be to have one demand and one consumption charge that customers can understand. Having a number of fixed fees and the use of an outdated Equivalent Residential Unit concept results in a current fee structure that is overly complicated.
- iv) ***Send a Price Signal to Consumers Regarding the Costs of Consumption:***
This principle is about using a combination of fixed and variable rates that result in charging higher users more than lower users.
- v) ***Ensure Administrative Efficiency and Simplicity***
- vi) ***Implement Separate Rates and Fees for Water and Sewer Utilities***
- vii) ***Unexpected Changes to Customers Bills Should be Minimized***

The recommendations contained in the Final Report are consistent with the above-mentioned principles and efforts have been made to minimize the rate impacts on trucked customers.

Potential Water & Sewer bill increases:

The Final Report highlights the need for a clear rationale to underpin utility rates, one that is aligned with utility best practices and tied to the cost of service. Establishing this rationale and targeting a ninety percent (90%) Revenue to Cost Coverage Ratio (RCC) for trucked services over the next three (3) years will result in the following projected bill impacts on Yellowknife residents and businesses:

Estimated Water and Sewer bill Impacts

Customer Class	Phased Approach: W&S Rate and Fee Changes Only		
	Annual %	Annual \$	3 Year \$ Impact
Residential Average Bill (12 M3)	0.0%	\$0	\$0
Multi-Residential			
Average Bill (200 m3)	-0.7%	-\$125	-\$375
High Consumption (347 m3)	-5.2%	-\$3,636	-\$10,907
Commercial			
Average Bill (40 m3)	-1.7%	-\$68	-\$203
Low Consumption (3 M3)	-9.2%	-\$526	-\$1,578
High Consumption (1,348 m3)	-0.3%	-\$319	-\$957
Trucked			
Average Bill (8 m3)	9.6%	\$231	\$693
Low Consumption (5 m3)	8.9%	\$167	\$501
High Consumption (130 m3)	5.9%	\$724	\$2,173
Mid-Consumption (66 m3)	4.7%	\$326	\$977

With respect to the estimated Water and Sewer bill impacts, please note the following:

- i) Residential customers on piped services will see no impact as their rates are currently covering the cost of service. Multi-residential and commercial customers would see reduced bills while trucked services customers will see an increase.
- ii) Increase in trucked services cost is the primary driver for the proposed escalating rates for trucked services customers.
- iii) The proposed increase for trucked services customers spans three years. Therefore, the average bill will increase by about \$19.25 per month in 2026, again in 2027, and again in 2028.
- iv) At the end of this three-year period, the bills for average trucked services customers will have increased by about \$693, a thirty-eight percent (38%) increase. Trucked services customers will then be covering about ninety-percent percent (90%) of their cost of service, considered within the range of reasonableness.
- v) There is a high degree of confidence that the final financial impacts will not differ materially from the estimates provided above.

Council Strategic Direction/Resolution/Policy include:

Strategic Direction #2: **Service Excellence**

Focus Area 2.1	<u>Asset Management</u> Planning, implementing and maintaining assets to reliably, safely and cost effectively deliver services for current and future community needs.
Key Initiative 2.1.1	Advancing the asset management framework, including long term funding strategies.
Strategic Direction #3:	Sustainable 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 3.2.4	Sustaining infrastructure capacity for future growth.
Motion #0058-17	That Council direct Administration: <ol style="list-style-type: none"> 1. To undertake an analysis of water rates within the context of Council's priorities (Community Sustainability and Strengthen and Diversify the Economy) and return prior to the end of 2017 with analysis on the financial implications and recommendations going forward. 2. To, in the interim, charge the "bulk rate" as prescribed in the Fees and Charges By-law for water consumption above 15,000 litres for customers on trucked water with adjustments retroactive to January 1, 2017 until a full analysis of trucked water rates and recommendations is presented.

Applicable legislation, by-laws, studies, plans include:

1. *Cities, Towns and Villages Act S.N.W.T. 2003;*
2. *Fees and Charges By-law No. 4436, as amended.*
3. *Water and Sewer Services By-law No. 4663, as amended.*
4. *City of Yellowknife Water & Sewer Rate Structure Review: Final Report (DM#793472)*

Committee noted that the City of Yellowknife's water and sewer services rate structure has been in place for more than twenty-five (25) years and no longer reflects the complexities of current service delivery realities. The Consultants are recommending changes that reflects industry best practice as established by the AWWA to simplify the City's rate structure and minimize subsidies.

Mr. David Nightingale and Hayitbay Mahmudov, representatives of the InterGroup Consultants Ltd., were in attendance to answer questions.

Committee recommends that Council:

1. **accept for information the findings and recommendations of the Final Report of the Water and Sewer Rate Structure Review by Inter Group Consultants; and**
2. **direct Administration to return to Council with an implementation plan and timeline following a further exploration of options that consider the following:**
 - i. **the five-year phased approach (~38% increased to truck services) set out in the consultant's final report;**
 - ii. **a balanced rate across all categories instead of focusing on trucked services;**
 - iii. **a subsidy for agricultural uses;**
 - iv. **a subsidy for multi-residential uses; and**
 - v. **other options that Administration believes will achieve progress towards the Strategic Direction of the City.**

MOVE APPROVAL

(For Information Only)

4. Committee recessed at 1:23 p.m. and reconvened at 1:34 p.m.

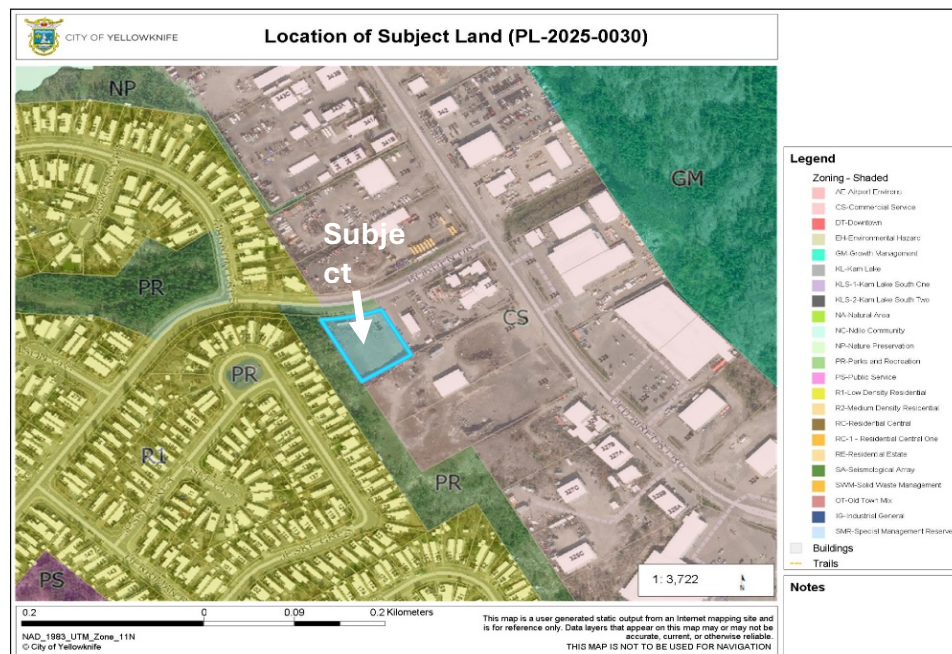
(For Information Only)

5. Committee heard a presentation from Wessam Bou-Saleh, a representative of Stantec, regarding whether to approve the Discretionary Use to allow a Similar Use to a Hotel on Lot 31, Block 512 and Plan 4740 (346 Borden Drive).
6. **Committee read a memorandum regarding whether to approve a Discretionary Use application (PL-2025-0030) to allow a Similar Use to a Hotel on Lot 31, Block 512 and Plan 4740 (346 Borden Drive).**

Committee noted that the City of Yellowknife received a Discretionary Use application to develop a 75-room travel lodge at 346 Borden Drive. The travel lodge will provide culturally appropriate accommodation for medical travelers and caretakers from Nunavut who are seeking medical and professional services in Yellowknife that may not be available in their home communities. Larga Kitikmeot Ltd., who is the developer of this travel lodge, is contracted by the Government of Nunavut to provide these services. Larga Kitikmeot Ltd. already has a similar establishment in Yellowknife.

The subject land is located within the Old Airport Road commercial corridor that is designated for variety of uses, including automobile sales and repair, medical and health services, and hotel. Adjacent land uses include various commercial uses, light industrial uses, undeveloped land and residential uses (Map 1). The subject property is currently vacant.

‘Similar Use’ means a development deemed by Council to be similar in nature to a permitted or discretionary use in Zoning By-law No. 5045, as amended. The proposed travel lodge shares similar functions to a hotel but only serves a specific clientele. No medical care is provided within the travel lodge. Therefore, it is considered a Similar Use to a Hotel from a planning perspective, which allows for a more precise examination of its land use impacts and related zoning requirements. Similar Use is listed under Discretionary Use in the CS Zone, which is subject to the decision of Council. Council shall make decisions and recommend conditions on Discretionary Use (section 3.2.1. of the Zoning By-law).



Map 1. Map of the subject land the surroundings.

Council Strategic Direction/Resolution/Policy include:

Strategic Direction #1: People First

Focus Area 1.1: Reconciliation
Continuing to nurture positive and respectful relations with Indigenous governments, organizations and peoples.

Key Initiatives 1.1.1: Continuing to strengthen relations with Indigenous governments and peoples.

Focus Area 1.3: Liveable Community
Key Initiative 1.3.6: Working with all partners towards a safe, supportive and compassionate community for all.

Strategic Direction #3: Sustainable Future

Focus Area 3.3:	Robust Economy Doing our part to stimulate and amplify economic development opportunities.
Key Initiatives 3.3.3	Aligning with regional and territorial economic opportunities.

Applicable legislation, by-laws, studies, plans include:

1. *Community Planning and Development Act S.N.W.T. 2011, c.22;*
2. Community Plan By-law No. 5007, as amended;
3. Zoning By-law No. 5045, as amended; and
4. Planning Report, June 2025.

Legislative

The *Community Planning and Development Act* states that a zoning bylaw must specify one or more of the uses of land and buildings that may be permitted at the discretion of a development authority.

Section 25(2) of the Act states that a development authority may, subject to any applicable conditions, approve an application for a development permit for a use of land or a building specified in a zoning bylaw as a use that may be permitted at the discretion of a development authority, if the development authority is satisfied that all the requirements of the bylaw are met.

Community Plan By-law No. 5007, as amended

The subject land is designated 'Old Airport Road Commercial' under the Community Plan, which is intended to serve as a major commercial corridor in the city and regional service centre. This proposed development is consistent with the character of the Old Airport Road Commercial Land Use Designation and meets the objective to provide for a mix of temporary accommodations to support regional visitors who are in the City for shopping or medical appointments (objective 13). The proposed development also meets multiple Community Plan policies to build within the existing footprint of the City in terms of climate change mitigation, municipal infrastructure, and development sequencing.

The Community Plan supports the City's effort towards reconciliation with all Indigenous Peoples. This proposed development will provide accommodation in a culturally appropriate manner for Inuit, which is an opportunity for the City to strengthen relations with Indigenous communities. The subject land is not located within the Interim Land Withdrawal on Commissioners Land inside the City's municipal boundary, as shown in Map 18 of the Community Plan.

Zoning By-law No. 5045, as amended

The subject property is zoned CS – Commercial Services under the Zoning By-law. The CS Zone is dedicated for commercial areas along the major transportation corridors for use that require large lots and a high degree of accessibility of these corridors. Hotel is a permitted use in the CS Zone, which means such use meets the intent and character of the

zone. Planning analysis shows that the proposed development is a compatible use after examining the criteria prescribed above in section 4.6.4. of the Zoning By-law. Detailed analysis is available in the Planning Report. Council may establish a more stringent standard for this Discretionary Use if deemed necessary, according to section 4.6.5. of the Zoning By-law.

Departmental Consultation

The Public Works and Engineering Department has provided comments on the number of proposed driveways and drainage, which will be addressed in the development permit process.

The Public Safety Department has commented on the requirements of fire lane, which has been communicated to the developer and addressed in the development permit process.

The Lands and Building Services Division requires the development to meet the Building By-law, and the developer will apply for a building permit. Building Services considers the proposed travel lodge as a Group C, Hotel (residential) occupancy instead of a care occupancy, which is consistent with the planning interpretation.

Public Consultation

A notice of application was posted on the subject land on May 13, 2025. Neighbouring landowners and lessees within 30 metres of the subject land have also been notified of the proposed development in accordance with the *Community Planning and Development Act*. A total of thirteen (13) comments have been received via email. Comments identified concerns of the proposed development, such as traffic and parking, which have been addressed in the planning analysis. Detailed comments and considerations are available in the Planning Report (Attachment No. 1).

Committee noted that Larga Kitikmeot Ltd. proposes to develop a 75-room travel lodge to provide culturally appropriate accommodation for medical travelers from the Kitikmeot Region of Nunavut who need to access medical and professional services. The subject land is located in the Old Airport Road commercial corridor and is zoned CS – Commercial Services. The travel lodge is considered a Similar Use to a Hotel given its nature of operation. A Similar Use is listed under Discretionary Use in the CS Zone, which is subject to the decision of Council, with or without conditions.

The proposed travel lodge meets the discretionary use review criteria as listed in section 4.6.4. of the Zoning By-law. In summary, Hotel is a permitted use in the CS Zone, and a hotel-like land use is considered compatible in the CS Zone as well. The proposed travel lodge is believed to have a less “commercial” nature and land use intensity compared to a conventional hotel. The nearby residential area to the west sits on top of a hill and is separated by a 30-m-wide undeveloped land with vegetation, which helps mitigate any potential impact of the proposed development. The proposed development is consistent with the nature and appearance of CS Zone and is within the land use norm of the surroundings. The proposed development conforms to Community Plan By-law No. 5007, as

amended and Zoning By-law No. 5045, as amended. The proposed development aligns with Council's strategic directions to strengthen relations with Indigenous governments and peoples (#1 People First); to create a safe, supportive and compassionate community for all (#1 People First); and to align with regional and territorial economic opportunities (#3 Sustainable Future). Therefore, it is recommended that the Discretionary Use (Similar Use to a Hotel) on Lot 31, Block 512 and Plan 4740 (346 Borden Drive) be approved. The Development Officer will then review zoning requirements and issue the development permit if Council approves this discretionary use.

Committee recommends that Council approve the Discretionary Use to allow a Similar Use to a Hotel on Lot 31, Block 512 and Plan 4740 (346 Borden Drive).

MOVE APPROVAL

- (For Information Only)
7. Councillor Payne left the meeting at 2:03 p.m.
- (For Information Only)
8. Committee heard a presentation from Administration regarding progress update on Climate Action Plan 2026-2036.
- (For Information Only)
9. Councillor R. Foote left the meeting at 2:14 p.m.
- (For Information Only)
10. Committee continued its discussion regarding progress update on Climate Action Plan 2023-2036.
11. The meeting adjourned at 2:17 p.m.



CITY OF YELLOWKNIFE

GOVERNANCE AND PRIORITIES COMMITTEE REPORT

Monday, July 14, 2025 at 12:05 p.m.

Report of a meeting held on Monday, July 14, 2025 at 12:05 p.m. in the City Hall Council Chamber. The following Committee members were in attendance:

Chair: Deputy Mayor R. Warburton.
 Mayor B. Hendriksen, (via teleconference)
 Councillor G. Cochrane,
 Councillor R. Fequet,
 Councillor R. Foote,
 Councillor C. McGurk, and
 Councillor T. McLennan.

The following members of Administration staff were in attendance:

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

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

(For Information Only)

3. Committee agreed unanimously to amend the agenda by moving Items No. 7 and 8, a presentation regarding Budget 2026 and a memorandum regarding variance report for the year ended December 31, 2025, to beginning on the agenda.

(For Information Only)

4. Committee heard a presentation regarding Budget 2026.

(For Information Only)

5. Committee accepted for information a memorandum regarding variance report for the year ended December 31, 2024.

Committee noted that Annual operating and capital budgets for all City departments are set at or around the end of every calendar year. Professional estimates, the current legislative environment, macroeconomic trends such as inflation, commodity prices, business investments etc. and other local information available at the time are significant inputs to City budget.

Consequently, this Annual Report provides an overview of year end variances by comparing actual revenues and expenses with the budgeted amounts for the period January 1st to December 31st, 2024. It includes details on the annual City's operating revenues & expenditures, capital expenditures and the corresponding variances.

This Report has been prepared in accordance with the Canadian Public Sector Accounting Standards ("PSAS") which differs from the presentation in the City's annual budget. Please see **Appendix A** for further information.

Executive Summary

All departments are responsible to monitor revenues and expenditures on an ongoing basis and undertake projections through to the end to ensure they remain at, or as close to, their approved budget as possible. This assists in mitigating all material variances as effectively as possible. As is typical with most forecast, accuracy tends to increase as the year progresses and more information and data becomes available.

Operating Budget

Total actual revenues for the year ended December 31, 2024 were \$3.78 million greater than budgeted while actual expenses were \$570,000 less than budgeted. These positive movements ensured that the 2024 year-end surplus was \$14.60 million. This excess of revenues over expenses shows whether the revenues raised in the year were sufficient to cover the year's costs and do not necessarily mean that extra money is available to spend. In fact, a positive balance ensures that the City is able to provide future services to its residents and businesses.

Table 1: Statement of Operations

Particulars (amounts in '000)	2024 Actual	2024 Budget	Variance \$	Variance %	Explanations
Revenues					
Municipal taxation	37,931	37,858	73	0%	m
User fees and sale of goods	26,092	24,862	1,230	5%	Page 6
Land sales	1,789	1,500	289	19%	Page 6
Grants and transfers	2,951	1,091	1,860	170%	Page 6
Investment income	5,230	5,182	48	1%	m
Fines, penalties and cost of taxes	938	893	45	5%	m
Development levies, licenses and permits	1,207	1,031	176	17%	Page 6
Franchise fees	1,209	1,148	61	5%	m
Total Revenues	77,347	73,565	3,782		
Expenses					
Amortization of tangible assets	15,876	15,993	-117	-1%	m
Provision for allowance	438	155	283	183%	Page 7
Bank charges and short-term interest	227	218	9	4%	m
Materials and supplies	1,255	1,432	-177	-12%	Page 7
Contracted and general services	23,459	21,372	2,087	10%	Page 7
Insurance	827	901	-74	-8%	m
Interest on long-term debt	936	616	320	52%	Page 7
Mayor and council expenses	702	746	-44	-6%	m
Salaries, wages, employee benefits and unfunded liabilities	34,909	37,580	-2,671	-7%	Page 7
Utilities - electricity	3,478	3,030	448	15%	Page 7
Utilities - fuel	1,328	1,962	-634	-32%	Page 7
Total Expenses	83,435	84,005	-570		

Capital items					
Government Transfers related to capital - Revenue	23,830	19,806	4,024	20%	Page 7
Minor capital expense	2,030	8,252	-6,222	-75%	Page 7
Total Expenses net off capital items	61,635	72,451	-10,816		
Annual surplus (deficit)	15,712	1,114	14,598		

Major Operating Variances:

Legends:

⚡ = Immaterial variance, no explanation needed. ** Any variance which is either less than 5% of the budgeted amount or less than \$75,000 is considered immaterial.

↑/ ↓ = Increase/Decrease which is unfavorable from financial perspective.

↑/ ↓ = Increase/Decrease which is favorable from financial perspective.

Table 2: Revenues:

Particulars	Variance (\$000's)	↑/ ↓	Explanation
User fees and sale of goods	1,230	↑ Favorable	The variance is due to an increase in: <ul style="list-style-type: none"> ➤ Emergency Service for both ambulance responses and false alarms to apartment Buildings, ➤ Sales of piped water, ➤ Water and sewer infrastructure levy.
Land sales	289	↑ Favorable	Additional land sales happened in 2024 related to Kam Lake South lot which were not budgeted.
Grants and transfers	1,860	↑ Favorable	Grants and transfers are higher due to an increase in funding for Emergency Services and Water and Sewer (O&M) from other orders of Government.
Development levies, licenses and permits	176	↑ Favorable	More than anticipated Lands & Building permits that were issued.
Other immaterial variances	227	↑ Favorable	Figure contains a set of variances that are below materiality threshold; No explanation is required.
Net Increase in Revenues	3,782	↑ Favorable	

Table 3: Expenses:

Particulars	Variance (in '000)	↑ / ↓	Comment
Provision for allowance	283	↑ Unfavorable	This amount is calculated based on actual balance of receivables. The variance was negative as the actual balance was higher than budgeted at year end.
Materials and Supplies	(177)	↓ Favorable	The variance is due to the following: <ul style="list-style-type: none"> ➤ Lower than expected purchase of supplies and materials related to printing, stationery, road patching and water breaks. ➤ Lower than anticipated prices paid for materials.
Contracted and general services	2,087	↑ Unfavorable	There were more: <ul style="list-style-type: none"> ➤ Legal expenses incurred during the year by human resource department. ➤ Contracted costs under the Service Connection Assistance Fund (SCFA) ➤ Building maintenance and supply costs for Yellowknife Community Arena (YKCA) and Multiplex ➤ Sewage testing expenses related to Fiddler Lake due to a change in sampling requirements. <p>Please note that there was a decrease in IT and software maintenance expenses, due to cost savings arising at renewal of licenses, which partially offset the unfavorable movement.</p>
Interest on Long Term Debt	320	↑ Unfavorable	This variance relates to the Northland Local Improvement Charges which gets fully recovered from the relevant residents. This amount is not budgeted as it has a nil impact on City finances.
Salaries, wages, employee benefits and unfunded liabilities	(2,671)	↓ Favorable	Ongoing vacancies in various departments is the main contributor to this positive variance.
Utilities - electricity	448	↑ Unfavorable	An increase in Northland Utilities rates combined with an increase in usage at the multiplex created an unfavorable variance.
Utilities - fuel	(634)	↓ Favorable	Less actual usage due to a relative warmer winter.
Other immaterial expenses	(226)	↑ Unfavorable	Figure contains a set of variances that are below materiality

Particulars	Variance (in '000)	↑ / ↓	Comment
			threshold; No explanation is required.
Decrease in expenses	(570)	↓ Favorable	

Table 4: Other Operating Adjustments:

Particulars	Variance (\$000's)	↑ / ↓	Explanation
Government transfers related to capital (Revenue)	4,024	↑ Favorable	Transfers related to capital expenses were higher than budgeted as: <ul style="list-style-type: none"> ➤ More expenses were incurred on projects and as a result more claims were submitted to other orders of government; ➤ The amount of formula funding received from the GNWT increased
Minor capital expense	6,222	↓ Favorable	The amount budgeted is based on 15% of the capital expenditures. The favorable movement occurred because the actual capital expense in 2024 was less than expected.
Net Capital surplus	10,246		

Capital Budget

The total available capital expenditure budget for 2024 was \$85.93 million. This amount included \$23.47 million allocated from the 2024 budget and \$62.47 million carried over balance from unfinished projects in 2023. Please refer to **Table 8** for more details.

At the end of the year 2024, City's actual capital spending was \$39.43 million, which was less than the anticipated \$85.93 million and \$46.87 million was carried over to be expensed in 2025. The discrepancies are explained in **Tables 6 & 7** below.

Table 5: Total 2024 Capital budget

Particulars	2024 Budget	2024 Actual	Variance	Explanation
Projects with no/minimal progress (Table 6)	3,338	0	3,338	These funds are earmarked for future projects. Please refer to Table 6 .
Projects in Progress (Table 7)	82,594	39,429	43,162	Projects are incomplete for various reasons. Please refer to Table 7 for more details.
Total Capital fund expenditures	85,932	39,429	46,500	

Major Capital Variances

Table 6: Project with no/minimal progress:

Particulars	2024 Budget	2024 Actual	Variance	Explanation
CS Land Fund Capital Projects	1,666	0	1,666	No capacity to complete work, funds needs to be carried forward.
Land Surveying (Commissioners)	600	0	600	Minimal work was done related to surveying. Rest of the amount is to be carry forward.
Emergency Radio Infrastructure Renewal	450	0	450	The RFP for this contract was awarded later than was expected in 2024. Delays in delivery of key components hindered progress but is expected to be completed in 2025.
Landfill Leachate Retention & Treatment	250	0	250	Project has been deferred to a later year.
Transfer Station & Cell Access Improvement	99	0	99	Work on Hold. Funds to be carried to 2025. <i>**Work is being done in 2025</i>
Site Restoration/Landfill Closure	75	0	75	Work on Hold. Funds to be carried to 2025. <i>**Work is being done in 2025</i>
Arbour Development Study	68	0	68	No work completed due to capacity issues with City staff and partner staff.
Development & Building Permit Automation	56	0	56	This project is expected to be completed at latest in the second quarter of 2025.
SWM Plan Implementation	50	0	50	Project not yet started. Budget needs to be carried forward.
Budget Management	25	0	25	Project in progress. Budget needs to be carried forward.
Total	3,338	0	3,338	

Table 7: Project in Progress (2024):

Particulars	2024 Budget	2024 Actual	Variance	Explanation
Fire Hall Expansion/ Renovation	8,543	329	8,214	Project in progress. \$8.2 million is to be carried forward to 2025.
Lagoon Sludge Removal	7,808	73	7,735	Slow progress; Project continues to move ahead despite delays and unexpected challenges. Budgeted amount to be carried forward.
Land Fund Capital Projects	4,900	32	4,869	Planning is underway, budgeted amount to be carried forward.
Fleet Management	5,660	1,223	4,437	All fleet capital money is scheduled to be spent. Much of it is committed or in the tender process, awaiting delivery and payment.
Lift Station #1 Replacement	3,889	313	3,576	Project did not move forward in 2024 due to lack of funds as it required more budget. Funds to be carried forward.
Aquatic Centre	34,418	31,452	2,965	Facility could not be completed in 2024. ** Project is now complete
Submarine Line Contracted Costs	2,508	107	2,400	Project had minimal movement in 2024 but funds are still needed. Budget to be carried forward.
New Landfill/ Landfill Expansion	2,462	80	2,382	Limited expenses as moving of rock in quarry was not required. Remaining amount to be carried to 2025 for construction of the new Cell.
Paving Program	2,845	724	2,083	Overall \$2M is to be carried forward for 3 paving capital projects, as work is ongoing and costs have been lower than anticipated.
W&S Federal Funded - PAVING - ICIP	126	381		
Paving Program - ICIP	365	148		
Weigh Out Station At SWF	1,650	194	1,456	Limited expenses as construction did not occur in 2024 as was expected. Remaining amount to be carried to 2025 for construction of the project.
Accessibility Audit/Implementation	1,342	351	991	Not all budget was required to achieve results for this project. Remaining funds to be carried forward to next year.
Asset Management - System Develop & Implementation	1,130	432	698	Ongoing project; Funds to be carried forward.
City Hall Retrofit	459	82	377	Limited expenses as no significant work was done in 2024. Remaining amount to be carried forward to 2025.
Park Development	347	78	269	Due to various issues related to parker outfield and rotary dock, full budgeted amount could not be fully spent. Remaining amount to be carried forward to 2025.
Community Efficiency Fund Capital	279	41	238	Limited expenses as no significant work was done in 2024. Remaining

Particulars	2024 Budget	2024 Actual	Variance	Explanation
Projects				amount to be carried forward to 2025.
Park Equipment Replacement	493	262	231	\$105,000 of unspent funds were used for Curling Club. The remaining \$126,000 is to be carried forward to 2025.
Curling Club Upgrades	614	719	(105)	Additional change order for walkway safety signed in 2024 created a fund 'deficit' which was covered using excess funds from the Park Equipment Replacement budget.
Information Technology Infrastructure Renewal	440	255	185	The balance of this GL was supposed to be used for the purchase of a new Storage Area Network. The procurement of this equipment was delayed to the end of 2024 due to vacancies. Request to carry forward the budget as the equipment has been ordered and delivery is expected in early 2025.
Patching Program	491	381	111	Work is ongoing; Budgeted amount is to be carried forward.
WTP Flocculent Study & Work	111	30	(82)	Project start up occurred in late December 2024 which was later than expected. Actual for this project was higher than budgeted. Using the budget of Fiddler lake project to fund deficit.
Wetland and GSL Monitoring	80	242		
Fiddler's Lake Treatment System Projects	432	56	376	Project continued through 2024. It will be completed early in 2025. Out of \$376K an amount of \$82K was used for wetland and WTP projects above.
Fire Hall Equipment	126	75	51	Delayed shipping. Budgeted amount to be carried forward. <i>** Expense has now been incurred</i>
Traffic Lights Video Detection Equipment	92	59	32	The expenses could not be incurred as budgeted. Remaining amount to be carried forward.
RIMP Building Structural Assessment	55	76	(21)	Actual cost for assessment was slightly over budget. The deficit was funded through formula funding.
Water License - Solid Waste Management	200	277	(77)	Actual cost incurred was slightly over budget. The deficit was funded through formula funding.
Planning & Dev. HAF Capital Expenses	0	84	(84)	There was no budgeted amount for HAF expenses in 2023; however there was some progress on the project and the City was able to claim funding for expenses incurred for HAF in 2024.
Water & Sewer Infrastructure Replacement	100	281	(181)	The following cost more than anticipated: <ul style="list-style-type: none"> ➤ Yard reconstruction following 2022 water and sewer project ➤ Engineering Fees for 2025 W&S program The deficit was funded through formula funding.
Fieldhouse Floor Cover	629	593	36	Actual costs were less than the budgeted amount. Remaining \$36K is to be

Particulars	2024 Budget	2024 Actual	Variance	Explanation
				carried forward.
Total	82,294	39,429	43,162	Carryforward amount net off budget deficits

Table 8: 2024 Project Budget and carry forward Details

Particulars	2023 Carry forward Balance	Allocation in Budget 2024	Total Available Budget in 2024	2024 Carry over Balance
Fire Hall Expansion/ Renovation	4,094	4,449	8,543	8,214
Lagoon Sludge Removal	5,008	2,800	7,808	7,735
Land Fund Capital Projects	2,700	2,200	4,900	4,869
Fleet Management	3,563	2,097	5,660	4,437
Lift Station #1 Replacement	3,389	500	3,889	3,576
Aquatic Centre	30,830	3,588	34,418	2,965
Submarine Line Contracted Costs	2,508	0	2,508	2,400
New Landfill/ Landfill Expansion	302	2,160	2,462	2,382
Paving Program	2,845	0	2,845	1,989
CS Land Fund Capital Projects	1,666	0	1,666	1,666
Weigh Out Station At SWF	0	1,650	1,650	1,456
Accessibility Audit/Implementation	1,342	0	1,342	991
Asset Management - System Develop & Implementation	700	430	1,130	701
Land Surveying (Commissioners)	600	0	600	600
Emergency Radio Infrastructure Renewal	0	450	450	450
City Hall Retrofit	159	300	459	377
Fiddler's Lake Treatment System Projects	282	150	432	295
Park Development	42	305	347	269
Landfill Leachate Retention & Treatment	250	0	250	250
Information Technology Infrastructure Renewal	0	440	440	187
CEP Community Outreach	32	100	132	132

Particulars	2023 Carry forward Balance	Allocation in Budget 2024	Total Available Budget in 2024	2024 Carry over Balance
Park Equipment Replacement	3	490	493	126
Patching Program	153	338	491	110
CEP Interior LED Lighting	147	0	147	106
Transfer Station & Cell Access Improvement	99	0	99	99
Paving Program - ICIP	365	0	365	94
Site Restoration/Landfill Closure	0	75	75	75
Arbour Development Study	43	25	68	68
Development & Building Permit Automation	56	0	56	56
Fire Hall Equipment	68	58	126	51
SWM Plan Implementation	0	50	50	50
Fieldhouse Floor Cover	329	300	629	36
Traffic Lights Video Detection Equipment	22	70	92	32
Budget Management	25	0	25	25
Total	62,465	23,466	85,932	46,869

services to its residents and businesses.

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

Strategic Direction #2:

Service Excellence

Focus Area 2.1

Asset Management

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

Key Initiative 2.1.1

Advancing the asset management framework, including long term funding strategies.

Focus Area 2.2

Capacity

Balancing service levels with human and fiscal resources.

Key Initiative 2.2.2

Aligning organizational service capacity with service levels

Strategic Direction #3:

Sustainable Future

Focus Area 3.1

Resilient Future

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

Key Initiative 3.2.3

Modernizing development incentive options

Key Initiative 3.2.4

Sustaining infrastructure capacity for future growth

Focus Area 3.3

Robust Economy

Doing our part to stimulate and amplify economic development opportunities

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

1. *Cities, Towns and Villages Act, S.N.W.T. 2003, c.22 (CTV Act); and*
2. *Council Motion #204-19, City of Yellowknife Budget Policy.*

Appendix A

Like most municipalities in Canada, the City prepares its financial statements guided by the accounting standards set out by the Public Sector Accounting Board (PSAB). These Standards create a consistent format for every municipality in the country to follow so that everyone is reporting their financials in the same manner.

The major difference between the presentation of the City's budget and the presentation of the financial statements is the representation of capital assets, including how they are

valued and how they are funded. For example, the City does not budget for amortization directly, but it budgets for contributions to Capital Fund and Reserves that reinvest into City's infrastructure.

As mentioned, the Public Sector Accounting Standards (PSAS) requires TCAs to be set-up as an asset rather than expensed in the City's financial statements. Therefore, there will always be a difference in the annual surplus/deficit recorded in the budget and the annual surplus/deficit recorded in the financial statements. Below is a reconciliation between the annual deficits shown in Budget 2024 and how it is presented in this report.

Table 9: Reconciliation of Annual Surplus/(Deficit)	(\$000's)
Net Annual surplus/ (Deficit) for 2024 as per Budget summary	(45,030)
Deduct:	
Debt interest	(616)
Minor capital expenses (Budgeted Statement of operations) Note 1	(8,252)
Add:	
Capital expenditures	23,465
Carry forward Projects	31,545
Revised Budgeted Annual Surplus/ (Deficit) as per PSAS	(1,114)

Note 1: Based on historical trends, minor capital expense budget is estimated to be around 15% of the capital expenditures budget. As such a portion of Capital Expenditures will not meet the definition of a TCA and will be expensed

(For Information Only)

6. Committee heard a presentation regarding Planning and Development Future Development Plans.

(For Information Only)

7. Committee accepted for information a memorandum regarding whether to acquire fee simple title in Commissioner's lands: Road R1 Frame Lake, Plan 3850; Parcel A, Quad 85 J/8; Parcel B, a Portion of Block 77A, Plan 512; and Lots 26 and 27, Block 201, Plan 4639.

Committee noted that the City frequently requests land from the Government of Northwest Territories (GNWT) to support development and other municipal needs. To address immediate and near future land needs, the City periodically applies for specific parcels outlined in its Community Plan and other development plans as presented to Council. On June 2, 2025, the City submitted seven land applications. Four of these applications already have acquisition by-laws in place and are re-applications. The remaining three parcels and the two water lots require by-laws to proceed as explained below and all figures can be found at the end of the memo.

Road R1 Frame Lake, Plan 3850 (Figure #1) and Parcel B, Portion of Block 77A, Plan 512 (Figure #2): City Council unanimously endorsed the infill and intensification housing plan, which includes vacant lands on Taylor Road and School Draw-Lundquist for planned residential initiatives, in January 2023. Acquiring these lands within the planned development site would significantly enhance the feasibility of these residential infill projects.

Parcel A, Quad 85 J/8 (Figure #3): It is critical for the City to secure additional land to accommodate future growth and development. The Community Plan, the Housing Needs Assessment, and the Kam Lake Market Study project a shortfall in residential, commercial and industrial land supply by 2035, driven by demographic pressures and restricted land tenure within municipal boundaries. With a median 4% population growth rate, household-driven demand for residential land continues to outpace supply. While the City's Intensification First Strategy supports ongoing and planned infill projects, acquiring additional raw land is essential for future growth through greenfield development. The City's 2024 Housing Needs Assessment Report indicated that strategic planning for large-scale development like Niven Residential is needed to ensure Yellowknife can meet future housing demands. Parcel A, located within Quad 85 J/8 on the northwestern edge of Frame Lake, represents a strategic opportunity to fulfill this long-term vision.

Lots 26 and 27, Block 201 (Figure #4): Prior to devolution in 2014, these lots were classified as water lots, were owned by the federal Crown. Following devolution, ownership of most water lots, including these two, was transferred to the Government of the Northwest Territories (GNWT) as part of the territorial lands transfer. The initial transfer of these lots occurred in 1980, from Indian and Northern Development to the Commissioner of the Northwest Territories, via Order in Council OIC 1980-22. In 2013, the City Council gave First Reading to By-law No. 4749, which authorized the acquisition of these water lots. The by-law was held in abeyance pending a legal survey. The City subsequently submitted a land application to the GNWT. In 2014, the GNWT approved the application, and the City proceeded with the legal surveying of the lots. The transfer process was delayed due to a legal issue raised by the Department of Justice. This issue has now been resolved, and the lots are ready for transfer. A new by-law is required to finalize the acquisition.

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

Strategic Direction #1:

Focus Area 1.2

People First

Housing for All

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

Strategic Direction #2:

Focus Area 2.1

Service Excellence

Asset Management

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

Strategic Direction #3:

Focus Area 3.2

Key Initiative 3.2.1

Motion #140-21

Motion #00013-23

Sustainable Future

Growth Readiness

Ensuring land development supports economic readiness and community priorities.

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

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

That Council:

1. Direct 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; and
2. Direct Administration to proceed with the following parcels:
 1. Burwash Drive Con Road (Lot 14, Block 145 and Lot 5/ Block 148);
 2. School Draw (Lot 15, Block 78 and portion of Block 77A, Plan 512);
 3. Niven Drive (portion of Lot 1, Block 303);
 4. Taylor Road, north and south side (portion of Lot 2, Block 159 and Lot 19 and 20/1002REM, Block 133/Q85J/8); and
 5. Niven Phase 8 (portion of Lot 21, Block 312).

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. Land Administration By-law No. 5078, as amended;
4. Economic Development Strategy, 2020-2024; and
5. Housing Needs Assessment 2024.

Legislative

Pursuant to Section 53(1)(a) of the *Cities, Towns and Villages Act* and Section 2.5 of the Land Administration By-law, a municipal corporation may, for a municipal purpose, acquire real property.

Pursuant to Section 53(4) of the *Cities, Towns and Villages Act*, a municipal corporation may acquire the fee simple interest in any part of a parcel that is adjacent to or under a body of water within the municipality.

Community Plan

The 2020 Community Plan recommends prioritizing infill land use development over new greenfield development at the community's periphery. Acquiring the available Commissioner's Lands will support community sustainability, manage land development sequencing, and ensure fiscally responsible land development. The acquisition of land for both infill and greenfield developments supports the current and future objectives of the plan. Additionally, one key objective is to improve public access to the waterfront and the plan includes a policy aimed at preserving the shoreline for public access.

Economic Development Strategy

The City's Economic Development Strategy specifically recommends opening up additional lands for development. This includes strong lobbying efforts to gain control of land within its boundaries, aggressively implementing the community plan, using existing land inventory to stimulate investment, improving infrastructure, developing the waterfront, and opening up infill.

Housing Needs Assessment 2024

The study identifies the main obstacles to addressing housing needs as the scarcity of developable land due to geographical constraints and complex land tenure issues, including uneven ownership and land claims or areas of land withdrawal. These factors hinder the ability to meet growing housing demands efficiently.

To overcome these challenges, the study emphasizes the need for long-term strategic planning to enable large-scale residential developments, like the Niven Residential subdivision. This involves coordinated efforts to acquire suitable land and streamline the land transfer process to the City. The acquisition of Parcel A, located within Quad 85 J/8 near Frame Lake, presents a strategic opportunity to achieve this vision.

Development Needs and City's Long-term Planning Considerations

Yellowknife faces a persistent housing shortage, with 10% of households in core need and a strained rental market due to limited supply. By 2035, the population is projected to grow by 10% compared to 2021, adding approximately 1,059 households. Demand is rising for smaller households, senior-friendly housing, and larger family homes, with the senior population (65+) growing fastest. These estimates do not account for the workforce housing needs brought about by large infrastructure or remediation projects. To meet these needs, the City is focusing on urban intensification, while planning for long-term growth through acquisition of larger parcel of lands.

The City is pursuing strategic land acquisition, optimizing infill, and acquiring additional lands for future development. As part of the Community Plan Comprehensive Update, these

lands will be evaluated and designated per the *Cities Towns and Village Act, Community Planning and Development Act*, Zoning By-law No. 5045, as amended and City's Land Administration By-law No. 5078, as amended, ensuring sustainable growth and resilience.

Financial Considerations

For Parcel A, Quad 85 J/8 and Parcel B - a portion of Block 77A, the City will request a fee simple interest. To acquire and obtain title for land that has not been surveyed or requires a resurvey, the City must conduct a legal survey at its own expense. Additionally, the City will cover all transfer fees and title costs. The land sale price to the City for any parcel, regardless of its size or area, is set at a nominal value of one dollar (\$1.00) per parcel or title, in accordance with the GNWT land pricing policy.

For Road R1, Frame Lake, Plan 3850, which has already been surveyed, the City will be responsible only for the transfer fees and title costs. For Lots 26 and 27, Block 201, Plan 4639, the City has completed and paid for the legal survey; the remaining expenses are transfer fees and title costs.

Budget exists to fund acquisition of land from the GNWT, no new money is required at this time.

Committee noted that the City is collaborating with the GNWT to transfer Commissioner's Land within municipal boundaries at a faster pace. To address immediate needs, the City periodically applies for specific parcels. Recently, the City submitted seven land applications, four of which already have acquisition by-laws in place. The remaining three parcels, along with two water lots from a previous land application, will require by-laws to proceed.

1. Road R1 Frame Lake and Parcel B: Acquiring these lands will support the residential infill project endorsed by Council in January 2023.
2. Parcel A, Quad 85 J/8: Additional land is needed to accommodate future growth and address the projected shortfall in residential and commercial land supply by 2035. Acquiring Parcel A is crucial for long-term planning and meeting future growth.
3. Lots 26 and 27, Block 201, Plan 4639: The previous Council approved the acquisition of these water lots to support the Yellowknife Harbour Plan, which is still an active policy today. Acquiring these lots also aligns with the current Community Plan's objective of enhancing public access to the waterfront and supports the policy aimed at preserving the shoreline for public use.

Committee recommended that:

1. By-law No. 5110, a by-law authorizing the City of Yellowknife to acquire fee simple title of Road R1 Frame Lake, Plan 3850, a Commissioner's Land, be presented for adoption;
2. By-law No. 5111, a by-law authorizing the City of Yellowknife to acquire fee simple title in Commissioner's Land described as Parcel A, Quad 85 J/8, as identified in Schedule "A" of By-law No. YYYY, be presented for adoption;

3. By-law No. 5112, a by-law authorizing the City of Yellowknife to acquire fee simple title in Commissioner's Land described as Parcel B, a Portion of Block 77A Plan 512, as identified in Schedule "A" of By-law No. ZZZZ, be presented for adoption; and
 4. By-law No. 5113, a by-law authorizing the City of Yellowknife to acquire fee simple title of Lots 26 and 27 Block 201 Plan 4639, a Commissioner's Land, be presented for adoption.
8. **Committee read a memorandum regarding whether to apply to the Canadian Radio and Telecommunications Commission (CRTC) for approval to implement 311 service for the City of Yellowknife, and to proceed with implementation upon receiving approval from CRTC.**

Committee noted that the City of Yellowknife is embarking on several key areas as part of a larger modernization effort to streamline and enhance the delivery of City services. The key initiatives that are currently underway are (but not limited to): a comprehensive asset management strategy and plan, a fulsome organizational review of the City's current structure, complete redesign and approach for the City's website, and enhancing customer relationship management (CRM).

The application and implementation of a city wide 311 system will be the first step in the City's CRM approach.

In November 2004, the Canadian Radio-Television and Telecommunications Commission (CRTC) approved assignment of 311 as the non-emergency number for municipal government services in Telecom Decision CRTC 2004-71. It is the intention of City of Yellowknife to introduce a 311 service to its citizens as early as March 2026 (tentatively).

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

Strategic Direction #1:

Key Initiative 1.3.2

People First

Pursuing diverse community engagement methods.

Strategic Direction #2:

Focus Area 2.2

Service Excellence

Capacity

Balancing service levels with human and fiscal resources.

Key Initiative 2.2.2

Aligning organizational service capacity with service levels.

Focus Area 2.3

Organizational Culture

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

Key Initiative 2.3.1

Investing in City staff through talent management, employee development and staff capacity.

Current State

The City of Yellowknife has Customer Service Representatives (CSR) that take calls, record information, and direct calls and/or information to the appropriate City department for response. There is also an after-hours number that takes calls once regular business hours are over.

The City's current model requires customers to navigate an outdated website and search through multiple published phone numbers to find the appropriate contact for their inquiry. If they are unsure, the general number 867-920-5600 is a 'catch all' number. If a CSR is not reached, customers then have to navigate a complex phone tree system that results in dropped calls, frustration, and a poor customer experience.

Next Step

Upon receipt of a successful application, and development of an implementation plan, all public facing numbers will be directed to a 311 CSR. Customers will only need to know the 311 number for any City service and/or facility. A greeting recording will be played to inform them that they have reached 311, and if they have an emergency, they should dial 911.

Comparative Information

Administration has had several meetings with other jurisdictions that have successfully implemented 311 services for their residents, most notably City of Calgary and City of Grand Prairie. From these conversations and learned experience, Administration has determined this is the next step of our process.

Proposed 311 Service Area

The proposed service area for the 311 service is within the municipal (geographic) boundaries of the City of Yellowknife as shown in the Implementation Notice - Appendix B. Included within the municipal boundary is the Yellowknives Dene First Nation community of Ndilo. Residents of both Yellowknife and Ndilo will be customers of the 311 service for tasks specific to the municipality, they will be able to contact 311 via landline telephones or wireless devices.

Financial Considerations

There are no anticipated large budget requirements necessary for this application process. It is largely a coordination effort with telephone service providers (TSP) and City staff.

There will be a capital budget request during the 2026 budget deliberations for the implementation for a complete CRM software package. This will be the next step in establishing a full 311 system equipped with the appropriate tools.

Communications & Branding Strategy

Administration will develop a communications and branding strategy to raise awareness and communicate upcoming changes to the residents of Yellowknife.

Tentative Timeline

Date	Activity
July 14, 2025	City of Yellowknife 311 Implementation Notice to be distributed to attached distribution list in Appendix A within the notice.
July 2025	City chairs meeting with TSP.
January 2026	Proposed soft launch of 311 services.
March 2026	Proposed launch to public of 311 services.

Committee noted that the City of Yellowknife is not following best practices in terms of customer service models. The current state provides an inefficient, confusing and frustrating customer experience. The result is customer frustration and a poor reflection on the great services the City provides.

The investment and implementation of a comprehensive and fully integrated 311 system will funnel customer service requests into a specific system that will receive, record, track and report on the delivery of the services requested. This data will be used to improve service delivery and track performance in core municipal service areas.

Committee recommends that Mayor and Council:

- 1. Authorize Administration to apply to the Canadian Radio and Telecommunications Commission (CRTC) for approval to implement 311 service for the City of Yellowknife**
- 2. Direct Administration to move forward with planning and implementation of a 311 service for the City of Yellowknife as part of modernization efforts.**

MOVE APPROVAL

-
9. (For Information Only)
Councillor Cochrane moved,
Councillor Fequet seconded,

That Committee move in camera at 1:15 p.m. to discuss a matter still under consideration.

MOTION CARRIED UNANIMOUSLY

10. (For Information Only)
Committee discussed a matter still under consideration.

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

That Committee return to an open meeting at 1:56 p.m.

MOTION CARRIED UNANIMOUSLY

12. (For Information Only)
There was no business arising from the in camera session.
13. The meeting adjourned at 1:57 p.m.



CITY OF YELLOWKNIFE

MEMORANDUM TO COMMITTEE

COMMITTEE: Council

DATE: July 28, 2025

DEPARTMENT: Planning and Development

ISSUE: Whether to appoint Eli Smith as a Development Officer for the City of Yellowknife.

RECOMMENDATION:

That:

1. pursuant to s. 3.1 of Zoning By-law No. 5045, as amended, Eli Smith be appointed as a Development Officer for the City of Yellowknife; and
2. the term of appointment shall expire upon termination of employment with the City of Yellowknife.

BACKGROUND:

Under Section 3.1 of Zoning By-law No. 5045, as amended, the office of the Development Officer is established in accordance with Section 52 of the *Community Planning and Development Act*, S.N.W.T. 2001, c.22. (the "Act"). Section 52 of the Act states that Council may appoint one or more development officers for the administration and enforcement of the Act, the zoning by-law and if applicable, the subdivision by-law.

Eli Smith, is a Planner for the City of Yellowknife, thus necessitating a resolution to appoint him as a Development Officer.

COUNCIL STRATEGIC DIRECTION/RESOLUTION/POLICY:

Strategic Direction #1: People First

Focus Area 1.2

Housing for All

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

Strategic Direction #2: Service Excellence

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

Strategic Direction #3: Sustainable Future

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

APPLICABLE LEGISLATION, BY-LAWS, STUDIES, PLANS:

1. *Community Planning and Development Act*; and
2. Zoning By-law No. 5045, as amended.

CONSIDERATIONS:Legislation

Pursuant to the Section 52 of the *Act*, Development Officers must be appointed by resolution of Council.

Public Service

The timely appointment of Development Officers helps ensure that proper levels of staffing and resources are achieved.

ALTERNATIVES TO RECOMMENDATION:

No viable alternative has been identified.

RATIONALE:

The timely appointment of Development Officers helps ensure that proper levels of staffing and resources are achieved.

ATTACHMENTS:

N/A

Prepared: July 3, 2025; NC



CITY OF YELLOWKNIFE

BY-LAW NO. 5110**BA 335**

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 acquire fee simple interest in land for the Municipal Corporation of the City of Yellowknife, in the Northwest Territories.

PURSUANT TO section 53 of the *Cities, Towns and Villages Act*, S.N.W.T., 2003, c.22;

WHEREAS the said parcel of land is available for acquisition by the Municipal Corporation of the City of Yellowknife;

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

APPLICATION

1. That the Municipal Corporation of the City of Yellowknife is hereby authorized to acquire fee simple interest in the following land:

Road R1 Frame Lake, Plan 3850

2. The Mayor and City Administrator of the Municipal Corporation of the City of Yellowknife, or lawful deputy of either of them, are hereby authorized in the name and on the behalf of the Municipal Corporation of the City of Yellowknife, to execute all such forms of application, deeds, indentures, and other documents as may be necessary to give effect to this by-law and to affix thereto the corporate seal of the Municipal Corporation of the City of Yellowknife as the act and deed thereof, subscribing their names in attestation of such execution.

EFFECT

3. 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. 2025.

Mayor

City Manager

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

Mayor

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



CITY OF YELLOWKNIFE

BY-LAW NO. 5111**BA 336**

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 acquire fee simple interest in land for the Municipal Corporation of the City of Yellowknife, in the Northwest Territories.

PURSUANT TO section 53 of the *Cities, Towns and Villages Act*, S.N.W.T., 2003, c.22;

WHEREAS the said parcel of land is available for acquisition by the Municipal Corporation of the City of Yellowknife;

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

APPLICATION

1. That the Municipal Corporation of the City of Yellowknife is hereby authorized to acquire fee simple interest in a parcel of land more particularly described in Schedule "A", attached hereto and forming part of this by-law.
2. The Mayor and City Administrator of the Municipal Corporation of the City of Yellowknife, or lawful deputy of either of them, are hereby authorized in the name and on the behalf of the Municipal Corporation of the City of Yellowknife, to execute all such forms of application, deeds, indentures, and other documents as may be necessary to give effect to this by-law and to affix thereto the corporate seal of the Municipal Corporation of the City of Yellowknife as the act and deed thereof, subscribing their names in attestation of such execution.

EFFECT

3. 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. 2025.

Mayor

City Manager

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

Mayor

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





CITY OF YELLOWKNIFE

BY-LAW NO. 5112**BA 337**

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 acquire fee simple interest in land for the Municipal Corporation of the City of Yellowknife, in the Northwest Territories.

PURSUANT TO section 53 of the *Cities, Towns and Villages Act*, S.N.W.T., 2003, c.22;

WHEREAS the said parcel of land is available for acquisition by the Municipal Corporation of the City of Yellowknife;

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

APPLICATION

1. That the Municipal Corporation of the City of Yellowknife is hereby authorized to acquire fee simple interest in a parcel of land more particularly described in Schedule "A", attached hereto and forming part of this by-law.
2. The Mayor and City Administrator of the Municipal Corporation of the City of Yellowknife, or lawful deputy of either of them, are hereby authorized in the name and on the behalf of the Municipal Corporation of the City of Yellowknife, to execute all such forms of application, deeds, indentures, and other documents as may be necessary to give effect to this by-law and to affix thereto the corporate seal of the Municipal Corporation of the City of Yellowknife as the act and deed thereof, subscribing their names in attestation of such execution.

EFFECT

3. 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. 2025.

Mayor

City Manager

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

Mayor

City Manager

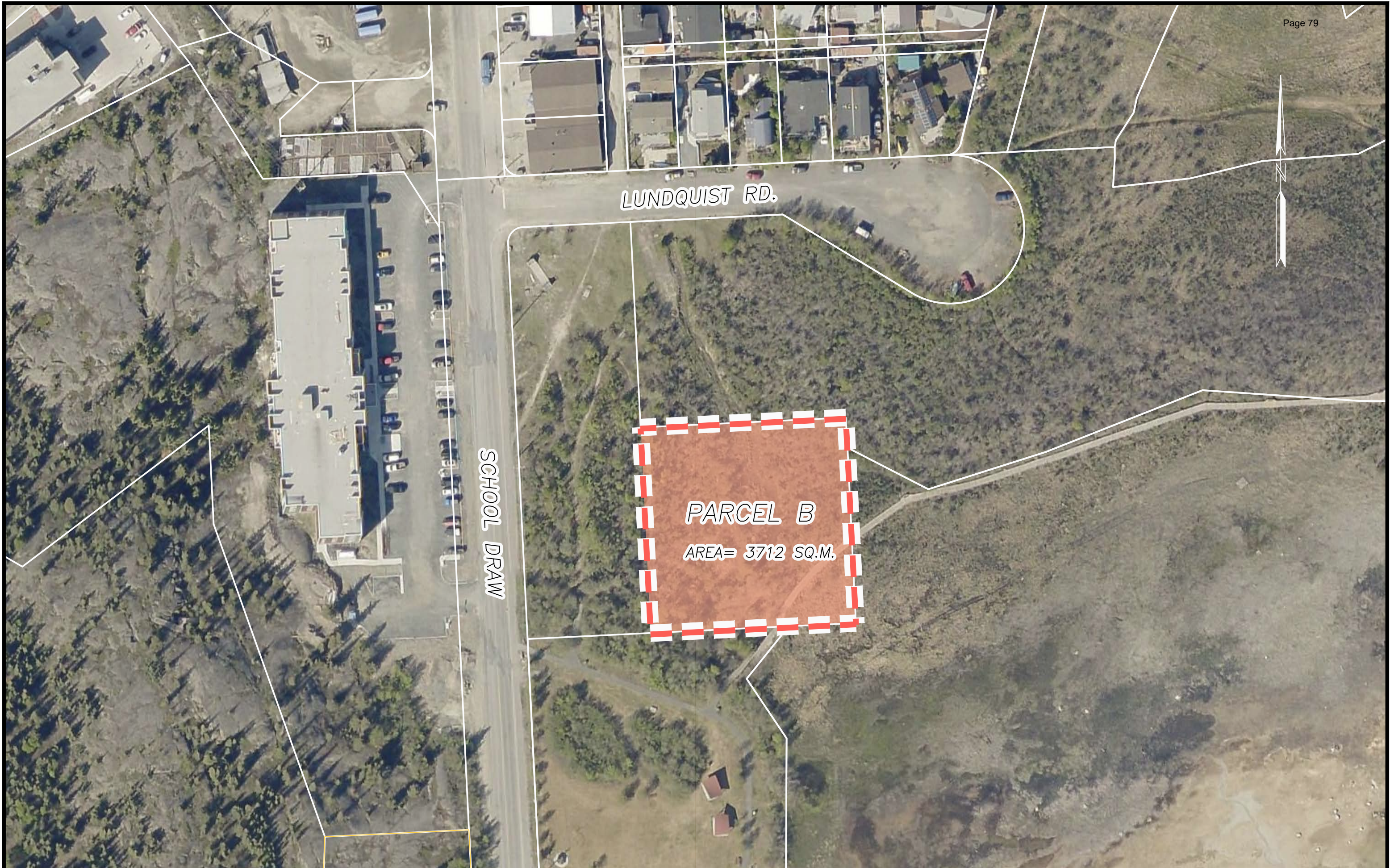
Read a Third Time and Finally Passed this _____ day of _____, A.D., 2025.

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



PARCEL B

AREA= 3712 SQ.M.



City of Yellowknife
Lands & Building Services

PROJECT: TITLE:	ACQUISITION BY-LAW FOR PARCEL B (A Portion of Block 77A, Plan 512 LTO)		SCALE: 1:1000	CREATED BY: VF
	By-law No. 5112, SCHEDULE - A		FILE: DM#796587	
			DATE: May 30, 2025	



CITY OF YELLOWKNIFE

BY-LAW NO. 5113**BA 338**

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 acquire fee simple interest in land for the Municipal Corporation of the City of Yellowknife, in the Northwest Territories.

PURSUANT TO section 53 of the *Cities, Towns and Villages Act*, S.N.W.T., 2003, c.22;

WHEREAS the said parcel of land is available for acquisition by the Municipal Corporation of the City of Yellowknife;

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

APPLICATION

1. That the Municipal Corporation of the City of Yellowknife is hereby authorized to acquire fee simple interest in the following land:

Lots 26 and 27, Block 201, Plan 4639

2. The Mayor and City Administrator of the Municipal Corporation of the City of Yellowknife, or lawful deputy of either of them, are hereby authorized in the name and on the behalf of the Municipal Corporation of the City of Yellowknife, to execute all such forms of application, deeds, indentures, and other documents as may be necessary to give effect to this by-law and to affix thereto the corporate seal of the Municipal Corporation of the City of Yellowknife as the act and deed thereof, subscribing their names in attestation of such execution.

EFFECT

3. 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. 2025.

Mayor

City Manager

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

Mayor

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