



CITY OF YELLOWKNIFE

GOVERNANCE AND PRIORITIES COMMITTEE AGENDA

Tuesday, October 14, 2025 at 12:05 p.m.

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

<u>Item</u>	<u>Description</u>
1.	Opening Statement: The City of Yellowknife acknowledges that we are located in Chief Drygeese territory. From time immemorial, it has been the traditional land of the Yellowknives Dene First Nation. We respect the histories, languages, and cultures of all other Indigenous Peoples including the North Slave Métis, and all First Nations, Métis, and Inuit whose presence continues to enrich our vibrant community.
2.	Approval of the agenda.
3.	Disclosure of conflict of interest and the general nature thereof.
ANNEX A	
4.	A memorandum regarding whether to implement recommendations from the Water and Sewer Rate Structure Review Final Report.
ANNEX B	(For Information Only)
5.	A memorandum regarding Public and Council 2026 Budget Submissions.



CITY OF YELLOWKNIFE

MEMORANDUM TO COMMITTEE

COMMITTEE: Governance and Priorities

DATE: October 14, 2025

DEPARTMENT: Corporate Services

ISSUE: Whether to implement recommendations from the Water and Sewer Rate Structure Review Final Report

RECOMMENDATIONS:

That Council:

- (i) Approve amendments to the water and sewer rate structure and direct Administration to bring forward the necessary amending by-laws that:
 - a. Represents a balanced consumption rate across all categories;
 - b. Includes a three percent (3%) inflationary adjustment in 2028;
 - c. Separates water and sewer rates;
 - d. Simplifies rates by eliminating the 'equivalent residential unit' (ERU) charge;
 - e. Brings the Revenue to Cost Coverage (RCC) ratio of trucked customers to around eighty percent (80%) of the cost of service.
- (ii) Direct Administration to include consideration of subsidies for agricultural uses and multi-residential uses in the Workplan Garden Plot, to be reviewed once the overall rate structure has been implemented.

BACKGROUND:

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 ('Final Report') 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 recommended 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 services to bring their Revenue to Cost Coverage (RCC) between the range of reasonableness of ninety to one hundred and ten percent (90-110%) consistent with best practices; and removing the Equivalent Residential Unit (ERU) from Access Fee charge. These would be implemented over a three-year period.
- 2) Further, simplify the rate structure by rolling the Infrastructure Levy into the water and sewer rates in the fourth year.
- 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 a better cost recovery over time.

In July 2025, upon consideration of the findings contained in the Final Report, Council directed Administration to return to Council with an implementation plan and timeline following a further exploration of options that considers the following:

- 1) The five-year phased approach (~38 percent increase to trucked services) as set out in the Final Report;
- 2) A balanced rate across all categories instead of focusing on trucked services;
- 3) A subsidy for agriculture uses;
- 4) A subsidy for multi-residential uses; and
- 5) Other options that Administration believes will achieve progress towards the Strategic Direction of the City.

While new subsidies for agriculture and multi-residential customers are possible under a new rate structure, Administration believes it is best to address these after the new rate structure is implemented. Also note, that costs for multi-residential customers are expected to reduce substantially under option 1: Balanced Consumption Rate, and Option 2: Final Report Recommendation, both discussed below.

ANALYSIS:

It is a known fact that the City's current rate structure is quite complex and identifying a new rate structure, which satisfies all the objectives highlighted by Council, is a challenging task. Nevertheless, after contemplating several scenarios in its analysis, Administration working closely with the Consultants, is proposing the following three options:

- 1) Option 1: Balanced Consumption Rate: Modify the recommendations in the Final Report in a manner that recognizes the cost of service for all customers while mitigating rate increases to trucked services customers. This includes rates targeting an eighty percent (80%) recovery in the cost of service for trucked customers from the current recovery rate of sixty eight percent (68%).

- 2) Option 2: Final Report Recommendation: Establish water and sewer rates in a manner that reflects the recommendations reflected in the Final Report, with the objective of ensuring the RCC is between ninety and one hundred and ten percent (90-110%) as per industry best practice.
- 3) Option 3: Maintain current cost ratios but apply annual cost increases equally: Establish new water and sewer rates while maintaining current RCC ratios for all customer classes. This option involves applying an equal percentage rate increase across the board as well as implementing the key rate structure changes included in the Final Report.

It is important to note that within a complex cost of service model, with many variables at play and the need to adhere to consistent ratemaking principles, resulting RCCs will always vary slightly from targeted RCCs.

Moreover, please be advised that the bill impacts calculations previously presented to Council have been updated for all three options by using more current costs and water volumes as well as a three percent (3%) inflationary rate increase has been factored into the 2028 projections to mitigate rising costs.

Option 1: Balanced Consumption Rate

Following discussions on the Final Report, Council had directed Administration, amongst others, to research options that (1) provides 'a balanced rate across all categories instead of focusing on trucked services', and (2) 'will achieve progress towards the Strategic Direction of the City'. As a result, Administration is proposing the Balanced Consumption Rate option.

The Balanced Consumption Rate option:

- a) Maintains a recognition of the cost of service. This is an important aspect as it allows the appropriate costs to be tracked and to inform future development decisions.
- b) Is a rate model that applies consistent ratemaking principles.
- c) Allows for the implementation of the rate structure changes reflected in the Final Report.
- d) Significantly mitigates the rate impacts of trucked customers as previously presented.
- e) Includes an adjusted variable/consumption rate for all customers, except bulk, and proposes an RCC ratio of seventy-eight percent (78%) for trucked services customers. In essence, variable costs will be spread across all customer classes as directed by Council.

While the seventy-eight percent (78%) is outside of the typical range of reasonableness expected of a Revenue to Cost Coverage (RCC), Administration believes it strikes the right balance between the cost challenges of trucked customers and the long-term financial sustainability of the provision of the water and sewer services in Yellowknife.

This option is depicted as follows:

Customer Type	2028 Forecast			COS Results (\$000)	RCC Ratio
	Water (A)	Sewer (B)	Total (C=A+B)	D	E = C/D
Pipped Service	5,871	3,509	9,380	8,839	106.1%
Residential	2,811	1,752	4,563	4,251	107.3%
Multi-Residential	1,065	609	1,675	1,384	121.0%
Commercial	1,895	1,081	2,976	2,763	107.7%
Bulk (Inc. Unmetered)	99	66	166	102	162.0%
Community gardens/surface lines	0	0	0	338	0.0%
Trucked	690	1,208	1,897	2,438	77.8%
Total	6,590	4,717	11,277	11,277	100.0%

The bill impacts are presented below:

	W&S Rate and Fees Charges only (Annual)		3-Year Rate Impact*	3-Year Cumulative Impact
	%	\$	\$	\$
Residential – Average bill (12m3)	1.5%	23	70	140
Multi-Residential:				
Average bill 2" and 22.7 ERU (200 m3)	-2.6%	-485	-1,456	-2,911
3" and 129 ERU (347 m3)	-6.3%	-4,379	-13,137	-26,274
Commercial:				
Average bill 1" and 5.5 ERU (40 m3)	-3.3%	-129	-387	-774
1" and 15 ERU (3 m3)	-9.5%	-545	-1,636	-3,271
3" and 104 ERU (1,348 m3)	-2.1%	-2,429	-7,288	-14,575
Trucked:				
Average bill (1 ERU and 8 m3)	1.8%	41	122	244
Low consumption (5 m3)	4.2%	76	227	455
High consumption: 1 ERU and 130 m3	4.7%	581	1,743	3,485
2 ERU and 15 m3	4.7%	115	345	690
8 ERU and 66 m3	3.5%	244	733	1,466

**The annual impact of the rate increase over today's rates.*

Option 2: Final Report Recommendation

The Consultants recommended this option as it aligns with utility best practices and is tied to the cost of service. This option establishes rates within the recommended range of reasonableness of between ninety and one hundred and ten percent (90-110%) of the cost of service and is the most attractive from a financial perspective.

It is worth noting that the adjustments, as shown below, resulted in lower rate impacts (~1 percent) for trucked services customers (than previously presented) largely due to an increase in water volumes:

Customer Classes	Bill Impacts as showed in the Final Report			Updated Bill Impacts to Year 2028		
	Annual %	Annual \$	**3-Year Rate \$ Impact	Annual %	Annual \$	**3-Year Rate \$ Impact
Residential – Average bill (12m3)	0.0%	\$0	\$0	0.0%	\$0	\$0
Multi-Residential:						
Average bill 2" and 22.7 ERU (200 m3)	-0.7%	-\$125	-\$375	-2.5%	-\$472	-\$1,476
3" and 129 ERU (347 m3)	-5.2%	-\$3,636	-\$10,907	-5.2%	-\$4,355	-\$13,065
Commercial:						
Average bill 1" and 5.5 ERU (40 m3)	-1.7%	-\$68	-\$203	-3.2%	-\$126	-\$378
1" and 15 ERU (3 m3)	-9.2%	-\$526	-\$1,578	-9.5%	-\$545	-\$1,635
3" and 104 ERU (1,348 m3)	-0.3%	-\$319	-\$957	-2.0%	\$2,337	\$7,011
Trucked:						
Average bill 1 ERU (8 m3)	9.6%	\$231	\$693	8.6%	\$209	\$627
Low consumption (5 m3)	8.9%	\$167	\$501	8.0%	\$151	\$453
Mid-consumption 8 ERU (66 m3)	4.7%	\$326	\$977	3.8%	\$271	\$813
High consumption: 1 ERU (130 m3)	5.9%	\$724	\$2,173	4.9%	\$608	\$1,824

*** The 3-year rate impact column represents the impact over today's rates, not the cumulative cost impact over the 3-year implementation period. For example, the average trucked services bill in year 3 would be about \$52 per month higher (\$627 / 12 months). However, the cumulative cost impact over the 3-year implementation (2026-28) is \$1,254 (\$209 + \$418 + \$627).*

*** The three-year rate impact for multi-residential and commercial customers are almost the same as in Option 1 above due to the fact that the current consumption rate for these customers are very close to the average consumption rate across the system and the changes that are being made to the ERU concept.

Option 3: Maintain current cost ratios but apply annual cost increases equally

The third option considered maintains the current RCC ratio of all customer classes while applying an equal percentage rate increase across the board. This option will allow trucked customers to continue paying only sixty eight percent (68%) of the costs incurred to serve them while also permitting the implementation of several of the key recommendations in the Final Report, including the separation of water and sewer rates, the simplification of rates and the elimination of the outdated 'equivalent residential unit' charges. It also comprises a three percent (3%) inflationary adjustment in 2028 to address funding shortfalls mentioned above.

This option is the least advisable as it does not provide a clear rationale for the establishment of utility rates.

The estimated bill impacts of this option are as follows:

	W&S Rate and Fees Charges only (Annual)		3-Year Rate Impact*	3-Year Cumulative Impact
	%	\$	\$	\$
Residential – Average bill (12m3)	0.5%	7	22	43
Multi-Residential:				
Average bill 2" and 22.7 ERU (200 m3)	-0.1%	-11	-33	-67
3" and 129 ERU (347 m3)	-5.1%	-3,556	-10,667	-21,333
Commercial:				
Average bill 1" and 5.5 ERU (40 m3)	-1.0%	-41	-122	-245
1" and 15 ERU (3 m3)	-9.3%	-539	-1,616	-3,232
3" and 104 ERU (1,348 m3)	0.5%	541	1,624	3,248
Trucked:				
Average bill (1 ERU and 8 m3)	0.6%	14	43	85
Low consumption (5 m3)	0.6%	10	31	62
High consumption: 1 ERU and 130 m3	0.8%	95	286	572
2 ERU and 15 m3	0.6%	14	42	83
8 ERU and 66 m3	0.7%	45	135	270

*The annual impact of the rate increase over today's rates

Other Considerations

On September 22nd, 2025, a member of the public made a presentation on water rates to City Council. This presentation proposed a new consumption-based structure with rates ranging from \$5.77 per cubic meter to \$7.62 per cubic meter, with the average being \$6.94 per cubic meter.

The Consultants assessed the proposal and made the following observations:

- i) The proposal does not separate water and sewer rates.
- ii) The proposal moves the full utility revenue to a variable source (consumption). Adopting this structure is risky, as it will increase the revenue volatility. Revenue predictability is a crucial component for confident utility sustainability planning. All the peer municipalities reviewed, except one (Iqaluit), have a fixed cost component in their rate structure for similar reasons. This concern is also raised in the American Water Works Association (AWWA) manual (Chapter IV.7). Briefly, a purely variable rate structure is not consistent with best practices and is not financially solid.
- iii) The rationale behind the proposed rate structure appears to be missing.
- iv) A quick calculation based upon this hypothetical scenario shows that the average bill for piped residential customers would increase by four percent (4%) per year for 3 years while the average bill for trucked residential customers would decrease by about eleven percent (11%) per year for three years.
- v) The presentation also points to the issue of ‘fairness’ and references the AWWA manual best practices. However, as reflected in Appendix A of the Final Report (Engagement Summary):
 - 1) the 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, as reflected in the underlined portion of this quote.
 - 2) The AWWA manual further notes that ***“properly designed rates should recover the cost, as nearly as practicable, of providing service to a customer or a class of customers and minimize cross-subsidies among customer classes.”***
 - 3) Minimizing cross-subsidies and recovering costs, as nearly as practicable, are typical rate-setting objectives in the AWWA manual and in other seminal literature.
- vi) Finally, it would be very difficult within the utility industry to find a utility rate structure that defines fairness as ‘the same price for all customers, regardless of readily identifiable costs and clearly differentiated service delivery models’.

***This proposal has not been fully modeled due to the substantive issues discussed above.*

CONSIDERATIONS:

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. This will be mitigated by a 3 percent increase in utility rates in 2028 that is already built into the rate model for the rate options discussed above.

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. Concisely, the Water and Sewer Fund should be contributing more towards the Capital Fund for Water and Sewer projects.

It also pertinent to note that the implementation plan will also include reviewing the City's current billing and metering systems to ensure they can accommodate the new water and sewer rate structures. Any upgrades that are required will need additional funding.

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.

Next Steps:

The next stage is to develop an implementation plan to introduce the recommendations of the Final Report, including but not limited to, setting up a Water and Sewer Rate Policy, updating of the billing and metering systems, phasing-in rate changes, updating and implementing the relevant fees and charges by-law, and establishing a utility reserve.

COUNCIL STRATEGIC DIRECTION/RESOLUTION/POLICY:

Strategic Direction #2:	Service Excellence
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Focus Area 2.1	<u>Asset Management</u>
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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: 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.
Motion #0137-25	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.

APPLICABLE LEGISLATION, BY-LAWS, STUDIES, PLANS:

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; and
4. City of Yellowknife Water & Sewer Rate Structure Review: Final Report (DM#793472).

ALTERNATIVES TO RECOMMENDATION:

1. That Administration be directed to bring forward the necessary amending by-laws based on Option 2 that (a) brings the Revenue to Cost Coverage (RCC) ratio of trucked customers to the range of reasonableness of between ninety and one hundred and ten percent (90-110%) of the cost of service; (b) includes a three percent (3%) inflationary adjustment in 2028; (c) separates water and sewer rates; and (d) simplifies rates by eliminating the 'equivalent residential unit' (ERU) charge.
2. That Administration be directed to bring forward the necessary amending by-laws based on Option 3 that (a) maintains the current Revenue to Cost Coverage (RCC) ratio of all customers while applying an equal percentage rate increase across the board; (b) includes a three percent (3%) inflationary adjustment in 2028; (c) separates water and sewer rates; and (d) simplifies rates by eliminating the 'equivalent residential unit' (ERU) charge.

RATIONALE:

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 Balanced Consumption Rate option is consistent with Council's motions and reflect industry best practices as established by the AWWA to simplify the City's rate structure and minimize subsidies.

ATTACHMENTS:

City of Yellowknife Water and Rate Structure Review: Final Report by Inter Group Consultants
<https://www.yellowknife.ca/en/city-government/resources/Reports/Water-and-Sewer-Rates-Review/WATER-AND-SEWER-RATES-FINAL-REPORT.pdf>

Prepared: October 14, 2025; KP



CITY OF YELLOWKNIFE

MEMORANDUM TO COMMITTEE (For Information Only)

COMMITTEE: Governance and Priorities

DATE: October 14, 2025

DEPARTMENT: Corporate Services

ISSUE: Budget 2026 Public and Council Input

BACKGROUND:

The City of Yellowknife invited residents to help shape the 2026 Budget by submitting project proposals from August 17, 2024 to August 15, 2025 utilizing an online form. Residents were asked to consider Council's Strategic Directions as well as tax and service implications. The online form allowed residents to submit a complete project proposal, together with cost estimate for their submission.

Attached for the information of Committee are the submissions received from the public and Council regarding Budget 2026.

COUNCIL STRATEGIC DIRECTION/RESOLUTION/POLICY:

Strategic Direction #1: People First

Focus Area 1.3 Liveable Community

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

Key Initiative 1.3.1 Providing affordable and diverse recreation and arts opportunities for residents.

Strategic Direction #2: Service Excellence

Focus Area 2.1 Asset Management

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

Focus Area 2.2

Capacity

Balancing service levels with human and fiscal resources.

Strategic Direction #3:

Sustainable Future

Key Initiative 3.2.4

Sustaining infrastructure capacity for future growth.

APPLICABLE LEGISLATION, BY-LAWS, STUDIES, PLANS:

Cities, Towns and Villages Act

ATTACHMENTS:

Public submissions regarding Budget 2026 (DM #807962)

Council submissions regarding Budget 2026 (DM#808292)

Prepared: October 02, 2025 MT

Reviewed: October 08, 2025 KP

1. Tin Can Hill Improvements	
Details	See attached word file. Thank you!
Estimated Cost	\$150,000
Rational	The estimate was determined by looking at figures from similar City of YK projects. Thank you for your consideration.
Tax Increases Supported (Yes/No)	Yes
Supporting Documents	1A: Funding Request for Tin Can Hill Trail Improvements Final August 15, 2025

Funding Request for Tin Can Hill Trail Improvements

Executive Summary:

The area known as Tin Can Hill has been used by Yellowknife residents for passive outdoor recreation for nearly a century. Its network of informal forested trails, stunning views, and proximity to the urban environment make it an important multi-use area for the respectful enjoyment of all residents. Since 2022, the Tin Can Hill Conservation Committee (TCHCC) has taken an active role in celebrating the space – ensuring that it reflects the desires of its users including hikers, fat bikers, birders, dog walkers, and school groups. Thanks to the committee's volunteer dedication, the area has remained clean through regular seasonal cleanups and the thoughtful installation of dog waste bins throughout the hill. Last year, the TCHCC conducted several visitor counts and we estimate that TCH receives more than 50,000 visitors a year.

The Tin Can Hill Conservation Committee (TCHCC) respectfully requests \$150,000 from the City of Yellowknife to invest in crucial trail improvements on Tin Can Hill. These improvements will enhance accessibility, wayfinding, and overall user experience, aligning with the City's goals outlined in the 2018 Accessibility Audit Report, 2018 Trail Enhancement and Connectivity Strategy, 2019 Wayfinding Strategy, and 2020-2024 Economic Development Strategy. This project aims to directly support the City's commitment to creating inclusive and accessible recreational spaces. The proposed improvements described herein will help preserve and enrich the area for years to come.

Project Description:

This project will address key areas for improvement on Tin Can Hill's trail system, specifically:

1. Trailhead Signage (\$20,000):

- Install prominent trailhead signage at main access points.
- Signage will include trail maps, distances, difficulty levels, safety information, and interpretive panels highlighting the area's natural and cultural significance.
- **Alignment with City Strategies:** Supports the 2019 Wayfinding Strategy. As stated in the strategy, "Wayfinding provides people with a clear sense of their location and the locations of desired destinations." This project aims to improve that "clear sense" right from the start of the trail.

2. Directional Signage Along Trails (\$30,000):

- Implement a comprehensive directional signage system along all trails.
- Signage will include directional arrows, distance markers, and trail names to ensure users can easily navigate the trail network.

- **Alignment with City Strategies:** Directly implements the goals of the 2019 Wayfinding Strategy, improving user orientation and reducing the risk of getting lost. Also enhances connectivity outlined in the 2018 Trail Enhancement and Connectivity Strategy. The 2018 Trail Enhancement and Connectivity Strategy emphasizes the creation of a connected trail network that is easy to navigate, stating, "A clear and consistent wayfinding system contributes to the success and enjoyment of the trails."

3. **Boardwalk Construction Through Swampy Area (\$50,000):**

- Construct an elevated boardwalk section through a swampy area at the intersection of three trails near the cliffs overlooking Yellowknife Bay
- The boardwalk will protect sensitive wetland habitat while providing a safe and accessible passage for all users, especially during wet seasons.
- **Alignment with City Strategies:** Enhances accessibility as identified in the 2018 Accessibility Audit Report, ensuring users of varying abilities can enjoy the trail. The 2018 Accessibility Audit Report highlights the importance of "providing accessible routes through varying terrain," and a boardwalk will do just that.
- Also supports the 2018 Trail Enhancement and Connectivity Strategy by mitigating environmental impacts: "Trails should be designed and maintained in a way that minimizes their impact on the environment."

4. **Main Trail Surface Improvements (\$50,000):**

- Upgrade the surface of the only existing gravelled main trail that runs from the telecom tower to the southern edge of the Hill.
- Improvements may include grading and some gravel to create a smoother and more accessible surface for pedestrians and cyclists.
- Install two or three benches at strategic locations to provide resting opportunities.
- **Alignment with City Strategies:** Addresses accessibility concerns identified in the 2018 Accessibility Audit Report, ensuring safer and easier access to the area for a wider range of users. As the report emphasizes "Safe and accessible transportation to trailheads ensures all members of the community can safely experience the outdoors." It helps with accessibility as identified in the 2018 Accessibility Audit Report.

Budget:

Item	Cost
Trailhead Signage	\$20,000
Directional Signage	\$30,000
Boardwalk Construction	\$50,000
Main Trail Surface Improvement	\$50,000
Total	\$150,000

Justification:

- **Enhanced Accessibility:** The proposed improvements directly address accessibility gaps identified in the City's 2018 Accessibility Audit Report, promoting inclusivity and ensuring that individuals of all abilities can enjoy Tin Can Hill.
- **Improved User Experience:** Clear signage and a well-maintained trail system will enhance the overall user experience, encouraging residents and tourists to engage in outdoor recreation.
- **Economic Benefits:** By investing in trail improvements, the City can attract more visitors to Tin Can Hill, boosting tourism and supporting local businesses, as outlined in the 2020-2024 Economic Development Strategy. The strategy recognizes that "tourism and recreation contribute significantly to the local economy," and improvements to Tin Can Hill will further that contribution.
- **Environmental Protection:** The boardwalk construction will protect sensitive wetland habitats, preserving the ecological integrity of the area.

Conclusion:

The TCHCC believes that this funding request represents a valuable investment in Tin Can Hill, a vital recreational asset for the City of Yellowknife. These improvements will enhance accessibility, contribute to resident recruitment and retention, improve user experience, support economic development, and protect the environment. We urge Yellowknife City Council to approve this request and help us create a more enjoyable and accessible trail system for all. By investing in this project, Council can demonstrate its commitment to the values outlined in its key strategic documents and enhance the quality of life for all Yellowknife residents.

2. Frame Lake Trail Extension and Improvements	
Details	Communities in Motion requests that the City of Yellowknife commit to extending the Frame Lake Trail, a project that will greatly enhance connectivity, accessibility, and active transportation within our city. The City Council has already voted to apply for the Federal Active Transportation Fund (ATF) to support this extension, signaling their support for this initiative, which may require multi-year investment. As outlined in previous presentations, the detailed memo submitted to Mayor Alty and City Council on May 13th, 2024, and the ATF application - the extension of the Frame Lake Trail is a critical step towards creating a safer and more active city. The proposed extension will connect the existing multi-use McMahon trail behind the hospital to the multi-use path and underpass near the Co-op. It will better link the Range Lake neighbourhood to the downtown core while also providing connections with the play space behind the hospital, and access to the remainder of the Frame Lake Trail loop for pedestrians. This connection will provide a safe and accessible active transportation route for Yellowknifers, encouraging walking, biking, and reducing vehicle congestion. The cost estimates for this project have ranged from \$325,000 to \$450,000 in the past, but significant changes in the construction industry have impacted costs. When a Class D budget was put together for the Active Transportation Fund, it was determined that the cost is now up to around \$1,085,000. (this includes Design, planning fees, light posts, benches, blasting, Existing Bench Repairs, Existing Asphalt Filling, and some connection route signage) But if the ATF is approved, the cost to the City would be 25% of that cost - approximately \$271,100 We therefore encourage the City to commit the funds required to meet the 25% cost of the total Frame Lake Trail Extension and Improvement application amount so that the city is prepared to start meaningful improvements in 2026. Consider partnering with local community groups, including Communities in Motion and other stakeholders, to help accomplish this meaningful initiative. The project aligns with the goals of the 2018 Trail Enhancement and Connectivity Strategy, which strongly supports improving Yellowknife's active transportation infrastructure. This extension and improvements will help reduce car dependency, promote public health, and enhance overall community well-being. We urge the City to prioritize this project and begin the necessary planning and budgeting to move it forward.
Estimated Cost	\$271,000
Rational	Through an extensive Class D estimate exercise in February 2025, Presentation to City Council on February 24, 2025, starting at minute 1:34 regarding proposed projects and Class D budget for the Active Transportation Fund. featuring Adam Denley https://yellowknifent.new.swagit.com/videos/335748
Tax Increases Supported (Yes/No)	Yes

3. Multi-Modal Transportation Counter	
Details	The City of Yellowknife should implement a Multi-Modal Traffic Counter System to monitor pedestrians, cyclists, and vehicles year-round in Yellowknife. The data will support the Transportation Master Plan and assist in infrastructure planning, maintenance, and accessibility improvements. It will also be beneficial for research projects. Proposed Locations: Franklin in Old Town (between NWT Brewing and School Draw) Frame Lake Trail (Behind Swimming Pool) - for multi-use path Old Airport Road (Near Frame Lake Trail/Canadian Tire) Franklin Ave (between Old Airport Road and the Aquatic Centre) 52nd Avenue (between 55th and 56th street) System Features: Non-intrusive AI cameras for traffic monitoring (no personal data collected) Year-round data collection Open data available for community and research use Hardware per location: \$10,500CAD + \$485CAD Pole Mounting Kit Software & Data Platform: \$730/person annually Installation: \$3,000
Estimated Cost	\$14,715
Rational	Quote from Multi-Sensors
Tax Increases Supported (Yes/No)	Yes

4. Trail Counter Option 1 - Multi-Use Trail(s)	
Details	There is a steady increase of people using multi-use trails all year, and it is important that the usage be monitored for future infrastructure planning, maintenance, and accessibility improvements. This information should also be made publicly available for the purpose of academic research. Some Locations to choose from: Frame Lake Trail (behind the Aquatic Centre) Old Airport Road Multi-use path Franklin Multi-use Paths between Old Airport Road and Aquatic Centre Kam Lake Multi-use Path Eco-Counter is one example of a trail counter system and it costs about \$4-\$5,000 for the equipment, and installation around \$1500, and annual monitoring is about \$500. (Note that if the City's application for the Active Transportation Fund is approved, a portion of this cost can be funded)
Estimated Cost	\$10,000
Rational	Eco-Counter Quotes
Tax Increases Supported (Yes/No)	Yes

5. Signage Enhancement	
Details	There have been incidents where people, including children, have been struck at intersections. More must be done to protect the most vulnerable road users. I propose that problematic intersections such as Gitzel Street at Franklin Avenue be updated to be "No Right on Red" due to poor sightlines, which will help improve safety. Implement signage to educate people and drivers of the change. Additionally, provide signage around Yellowknife to clearly indicate where multi-use paths are, and where it is safe to walk or bike (share the road situations). This will ensure both drivers and pedestrians understand where they can move safely.
Estimated Cost	\$9,000
Rational	Based on last year's request for "Signage Program and No-Right-On-Red"
Tax Increases Supported (Yes/No)	Yes

6. Artwalks - School Streets Pilot Project	
Details	Please approve the pilot of the ARTWALKS Painted Crosswalk Project for 2026 to increase safety and enhance the community spirit around Yellowknife's schools. The initiative will begin with just two crosswalks: one at William MacDonald/École St Cyr and one on 52nd street near Sir John/47th Street (where the bus stops on either side of the street). The project aims to engage local artist(s) and student groups to design and paint colorful, mural-style crosswalks. We request the following support from the City of Yellowknife: 1. Permission to implement this project in May 2026. 2. Contribution of \$2,500 toward material costs, including paint and supplies. 3. Loan of traffic barriers to temporarily close sections of the streets during painting activities, to ensure safety for students and volunteers. The process will involve local artists and teachers working with students to design and scale the murals. Students, teachers, the artist, and volunteers will paint the crosswalk - in a safe process that only closes down part of the crosswalk for several hours outside of high traffic times. The process will provide valuable learning experiences in project management, public art installations, and teamwork. This project will serve as a pilot for future crosswalk mural projects at other schools across Yellowknife. If successful, it can be expanded in subsequent years to create a network of vibrant, safe crosswalks that contribute to the city's beautification, safety, and community engagement.
Estimated Cost	\$2,500
Rational	Based on last year's submission but has a reduced scope.
Tax Increases Supported (Yes/No)	Yes

7. New Dog Park	
Details	I am requesting that the city set aside funds to build a second large dog park for Yellowknife. I will not let this subject be ignored or minimized because both animals and people are being hurt in the facility we have. To begin, the current park is too small to accommodate even four or five animals safely. I am recommending that the city build a new one perhaps in a fire smart area which has already been cleared. Currently, users only have a small completely graveled area for their pets which is hard on their paws and which absorbs heat making the park almost unusable during the hot periods of the day. Please note, most users take dogs to the park that are runners or rescues that cannot be walked or exercised outside this little park. They are special needs dogs that people are trying to integrate into the community or provide the best care possible. To take them to the park in Yellowknife which is the dog park capital of Canada adds insult to injury. Most dog owners do their best to care for their pets in the best way possible but feel frustrated by the city's response which has had trouble seeing how important a well operated dog park is. The new park must be easily accessible...no blind spots on the approach...with areas to two entrances. I have been blocked by a user while trying to get my dogs out of the park which causes fights in the most extreme cases and endless animosity between users who are trying to take care of their dogs in circumstances that do not work. When there are bears or wolves around town, the user ship at the park increases dramatically but there is no suitable sized enclosed and protected space to put them. The city, in its failure to deal with this issue in the past, has consistently put dogs and people at risk. I suggest it is why animals end up back at the shelter because the owners get frustrated at the lack of safe spaces. Please note that many many pet owners rent apartments or dwellings with no yards so these enclosures provide a valuable service to the pet and owners. Really, our willingness to solve this issue is a measure of our own humanity. Please note that even Hay River is opening new dog parks this fall. Why can't we? I cannot give a cost estimate but really all we need is secure fencing which, I concede, might be costly, with a few areas for owners to sit while their dogs play and even a small shelter where we can avoid rain and wind. While most dog owners are respectful and responsible, we do need the city's help in cleaning up after irresponsible users who refuse to clean up. Maybe cameras since this is an offence to not clean up under municipal bylaws and regular users get frustrated about cleaning up after others. Further, continued abuse of this bylaw creates unhealthy conditions where animals get sick. Again, pets add to our sense of wellbeing and help us to feel at home and welcome in our own community. It gives us a certain amount of joy and contentment to see our pets doing well. I can't wait to go to Fort Simpson or even High Level where they have well maintained and welcoming parks which are a source of happiness to the community. Right now, I get physically ill walking to the Yellowknife dog park because of the stress even walking to the park entails. I have had four bad experiences in 10 days walking through the blind spot on the way in which included being pulled to the ground and gravel burns on my legs and arms. This is so toxic.

	I would really appreciate your attention to this matter as previous administrations have been almost negligent in its handling. People are getting hurt and animals are getting sick. What we have is not working. Thank you.
Estimated Cost	\$100,000
Rational	My estimate only comes from a guess at what wire fencing for a large enclosure might cost.
Tax Increases Supported (Yes/No)	Yes

8. Frame Lake Trail Extension	
Details	Improve the McMahon Frame Lake Trail to be fully accessible from downtown to the Co-op to connect the residents of the Borden neighbourhood and the businesses of upper Old Airport Road to the downtown area efficiently. This kind of enjoyable, efficient, and useful walking/cycling infrastructure could be very productive in furthering the city's stated goals of reducing motor vehicle use and reducing CO2 emissions while improving residents' health and public safety.
Estimated Cost	\$1,007,536
Rational	This cost estimate was generated using a Canadian Active Transportation Costs document, with escalation factor applied. See the attached PDF. Federal and territorial funding should be pursued to help finance this project.
Tax Increases Supported (Yes/No)	Yes
Supporting Documents	8A: Budget for Frame Lake Trail Extension

Yellowknife Active Mobility Integration Project				Unit Rates	Determined by Canadian Active Transportation Costs, with escalation factor applied
Draft by Communities in Motion				1.75	Northern Remote Cost Factor applied to all costs in Yellowknife as a blanket amount (1.75-2x southern costs)
February 19, 2025				12.63%	Estimated Infrastructure Construction Escalation from 2025-2030
Class D Estimate - McMahon Frame Lake Trail					
Length of Trail	600	m			
If Trail zigzags up inclines	700	m			
Item	Unit Rate	Units	Quantity	Amount	Notes
Design and Planning Fees				\$30,000	
Environmental Assessment				\$20,000	
Consultation with Indigenous Groups				\$15,000	
Excavation and Site Preparation incl. flagging				\$60,000	
Bench	\$5,000	each	1	\$5,000	
Asphalt Trail	\$263	per linear m	600	\$157,500	
Wood Boardwalk	\$105	per square m	30	\$3,150	
Light Posts every 50m	\$5,000	per post	12	\$60,000	
Blasting	\$1,111	per square m	90	\$99,990	
Trenching for lighting - under trail?	\$200	per linear m	600	\$120,000	
				\$570,640	Subtotal
				\$142,660	25% Construction fees and overhead
				\$713,300	
				\$178,325	25% Contingency amount
				\$891,625	Total
				13.00%	Inflation Factor for 2029 (estimated)
				\$115,911	Increase in costs if completing project in 2029
				\$1,007,536	Total - McMahon Frame Lake Trail Extension Project

9. Dog Waste Bins for Public	
Details	We propose the City of Yellowknife budget for the installation of 2-3 public dog waste disposal bins at key locations, to provide a convenient, sanitary, and environmentally responsible option for dog owners to dispose of pet waste. Currently, the expectation is to pick up their dogs' waste and dispose of it at the City Landfill. This presents two challenges- 1. Inconvenience- Travelling to the landfill for this purpose is impractical for most residents. 2. Misuse of Household bins- Dog waste is often placed in residential garbage, which can cause odor and attract flies/ bugs. Without convenient alternatives, these factors contribute to improper disposal and reduced cleanliness in public areas. The NWT SPCA proposes the City purchase or rent, install and maintain 2-3 dedicated dog waste bins. We suggest the current recycling collection sites around the City. These bins should be distinct (The RED poop bin at Fred Henne Park) and have proper signage to encourage responsible disposal. Goals & Benefits -Increase cleanliness in public spaces by reducing the likelihood of dog waste left on the ground. - Promote responsible pet ownership by making disposal easy and accessible - reduce strain on household garbage bins and improve waste management efficiency - Enhance public perception of Yellowknife as a clean, pet-friendly city. Suggested Locations Exact placement could be determined in consultation with City staff and the public. The NWT SPCA recommends the various recycling sites throughout the city that are already established. Budget Considerations The attached document is an estimate from Kavanaugh Waste for 3 bins. They may also consider two bins, as there is a new Poop Bin near the City Dog Park. Conclusion Installing 2-3 dedicated dog waste bins would be a small but impactful investment in Yellowknife's public health, environmental stewardship, and community pride. This initiative would address current challenges, support responsible pet ownership, and contribute to a cleaner and more welcoming city for residents and visitors alike. We respectfully request that the City of Yellowknife consider allocating funds for this project for the 2026 municipal budget.
Estimated Cost	\$71,000
Rational	It is an estimate from Kavanaugh Waste Management for 3 bins. Kavanaugh is one of two companies that could be used for this project. The supporting document is an estimate for the rental of 3 bins and the scheduled removal/disposal of waste.
Tax Increases Supported (Yes/No)	Yes
Supporting Documents	9A: Poopster Bins Quote for Budget



QUOTE

DATE: Aug 8.2025

PO:

Prepared by: Kathryn T

DET'ON CHO KAVANAUGH LP

101 Merlin Road
Yellowknife, NT X1A 2N8
Phone: (867) 873-2811

Quotation for:
Nicole S

**Quotation valid for 30 days*

GST: 785946625

Scope of Work:	3 - 4yrd Pooster for City of YK Proposal
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Quantity	UOM	Description	Rate	AMOUNT
3	Each	Delivery	\$ 78.75	\$ 236.25
12	Month	Rental Period <i>*35.50 Per Bin</i>	\$ 106.50	\$ 1,278.00
156.0	Weekly	Scheduled service <i>* \$150 Per Bin X 1 tip weekly</i>	\$ 450.00	\$ 70,200.00
3.0	each	Removals	\$ 78.75	\$ 236.25
TOTAL				\$ 71,950.50

GST, Fuel Surcharges and Tipping Fees are not quoted
All quotes are base estimates and actuals will be billed

**** Disposal fees will be billed as actuals**

10. Proposal to Increase Accessible Parking Spaces at City Facilities	
Details	I propose that the City of Yellowknife increase the number of designated parking spaces for persons with disabilities at all City-owned facilities and on city streets near key access points such as grocery stores, banks, the library, dentists, and other essential services. This change will ensure residents and visitors with mobility challenges have safe, convenient, and dignified access to public services and amenities. The City's Accessibility Policy commits to building a barrier-free, inclusive community where everyone can participate in city life with dignity and independence. One of the biggest barriers identified through accessibility audits and community feedback is insufficient and poorly designed accessible parking. Example: Yellowknife Fieldhouse The Fieldhouse currently has only three accessible parking spaces—far below the ratio provided at other large facilities such as grocery stores or Walmart. These spaces are often misused by people dropping off/picking up passengers or by those seeking a convenient spot, leaving very few options for those who truly need them. When all three spaces are full, vehicles are parked so close together that people using wheelchairs, walkers, or other assistive devices have difficulty getting in or out of their vehicles. Compared to common accessibility standards, this facility appears short by at least three to four additional accessible spaces. Recommendations Add accessible stalls at high-traffic locations like the Fieldhouse, and in other priority areas across the city (estimated: 3 additional spaces at the Fieldhouse, up to 3 more citywide). Ensure new and existing spaces are: - Wide enough for safe unloading/loading of mobility devices. - Clearly signed, well-marked, and maintained year-round. - Located as close as possible to accessible building entrances and pathways. - Monitor and enforce proper usage, with possible time limits to prevent misuse. - Publicize accessible parking locations on the City's website and through onsite signage. - consider amending snow removal bylaw if other applicable bylaws to ensure that access to these spaces shall not be blocked, and they should be a priority for snow clearing to help ensure mobility and independence of people who rely on these spots. Cost Considerations Costs would be relatively minimal: removing parking meters, installing new signs, and repainting lines. Some parking revenue may be lost, but this is outweighed by the community benefit of equal access. Enhancing accessible parking is a practical, visible, and meaningful step toward making Yellowknife a welcoming community for all residents and visitors. I encourage City Council to prioritize this improvement as part of the 2026 budget planning process. Thank you for your time and consideration. I welcome your feedback.
Estimated Cost	\$2,700
Rational	Estimate \$50/sign plus \$200 for installation x6 (the number of spots requested) = \$1500, Painting of each stall estimate \$250 x3 at Fieldhouse = \$750 Removal of parking meters downtown which will be designated as handicapped parking \$150 x3 = 450. Less revenue from 3 parking meters (if applicable). I don't know this figure.
Tax Increases Supported (Yes/No)	Yes

11. Indoor Skate Park – Ruth Inch Memorial Pool Conversion	
Details	Project Description: The Territorial Action Sports Association (TASA) proposes converting the former Ruth Inch Memorial Pool into a year-round indoor skate park – the first of its kind in Yellowknife. The facility will serve skateboarders, BMX riders, scooter riders, and inline skaters, and host community programs, competitions, and events. We are requesting that the City of Yellowknife partner with TASA by: Providing the Ruth Inch Memorial Pool facility at no lease cost to TASA. Continuing to cover building maintenance services (structural, mechanical, plumbing, HVAC servicing). Continuing to provide heating services for the facility. Allowing TASA to cover electricity (power) costs through corporate sponsorships, memberships, and fundraising activities. This arrangement allows the City to support a high-impact community recreation project with minimal ongoing financial commitment, while TASA secures operating funds from private investment and user fees. Estimated Cost: Start-Up & Renovation: \$418,000 (to be funded primarily through corporate sponsorships, grants, and donations) Annual Operating Budget (Year 1): \$255,000 (includes electricity costs paid by TASA) Funding Request / Approach: TASA will cover: All skate park operations, staffing, programming, and insurance All electricity (power) costs The City will cover: Heating costs for the building Ongoing building maintenance as the facility owner Justification / Alignment with Strategic Goals: This project aligns with the City's strategic goals by: Promoting active, healthy lifestyles Offering safe, inclusive, and affordable recreation for youth Repurposing underused municipal infrastructure Building partnerships that reduce the financial impact on taxpayers Proposed Funding Source: Partnership between the City as facility provider/maintainer and TASA as operator, with more than 100% of start-up costs funded through the private sector. Operational Sustainability: The skate park will operate on a membership, drop-in, and event revenue model, supplemented by corporate sponsorships and merchandise sales. Corporate partners will receive branding opportunities, naming rights, and public recognition.
Estimated Cost	\$0.00
Rational	No new direct funding requested. Estimated in-kind support valued at approximately \$65,000/year for heating and building maintenance, based on current facility operating costs. Heating for a building of that size in Yellowknife = approx. \$50,000/year Maintenance & repairs (average) = approx. \$15,000/year Total in-kind annual value = \$65,000/year
Tax Increases Supported (Yes/No)	Yes
Supporting Documents	11A: TASA – Indoor Skate Park Executive Summary

Territorial Action Sports Association

Executive Summary – Indoor Skate Park Proposal

The Territorial Action Sports Association (TASA) proposes converting the former Ruth Inch Memorial Pool into a year-round indoor skate park – the first of its kind in Yellowknife. This facility will provide a safe, inclusive, and multi-use space for skateboarders, BMX riders, scooter riders, and inline skaters. The project repurposes an underutilized municipal asset to deliver significant community benefits while minimizing capital costs.

Proposed City Partnership

TASA requests that the City of Yellowknife provide the Ruth Inch Memorial Pool at no lease cost, continue to cover building heating and maintenance services, while TASA covers all electricity (power) costs, operations, and staffing. This model ensures the facility's sustainability while minimizing financial impact on the City.

Key Benefits

- Promotes active, healthy lifestyles and youth engagement
- Provides a safe, supervised, and affordable recreational space
- Encourages community involvement through events and volunteer opportunities
- Repurposes existing City infrastructure to meet community needs
- Supports tourism through regional competitions and events

Budget Summary

- Estimated City In-Kind Support: \$65,000/year (heating and building maintenance, based on current facility operating costs). No new direct funding requested from the City.
- Start-Up & Renovation Costs: \$418,000
- Annual Operating Budget: \$255,000 (includes power costs covered by TASA)
- Funding Strategy: Public-private partnership with at least 50% of start-up costs funded through private sponsorships, grants, and in-kind contributions.

Operational Sustainability

The facility will operate using a membership and drop-in fee model, supplemented by event hosting, sponsorships, and merchandise sales. Corporate sponsors will receive advertising opportunities, naming rights, and public recognition.

Call to Action

TASA is seeking the City of Yellowknife's partnership through the 2026 budget process to help fund this transformative community project. With Council's support and community

Territorial Action Sports Association

investment, the skate park will become a vibrant, year-round hub for action sports in the Northwest Territories.

12. Taxation and New Infrastructure	
Details	Stop nickel and dime tax increases. If we are in dire straits, bite the bullet and raise taxes meaningfully. Of course, it wouldn't be popular but the cost of everything, including city expenses, is rising and we need to contribute to success. Don't build any new "wants" or "would like" infrastructure that we cannot afford. Focus on supporting required infrastructure that is in dire need of repair.
Estimated Cost	\$0
Rational	The administration can provide advice to Council.
Tax Increases Supported (Yes/No)	Yes

13. Speed Bumps for Herriman Road	
Details	Herriman Road has a school zone, 30 km/hour speed limit. Unfortunately, it is also a short cut for commercial drivers rather than driving all the way around Borden. I've been in Residence at 124 Herriman since 2001. The amount of speeding through this zone, likely due to being a short cut, is quite high. There is a trail to the back of Range Lake North school which is used by children and youth throughout the year. Speed bumps, placed where the notifications of the school zone would be a prudent safety measure.
Estimated Cost	\$0
Rational	Internet research suggested a low of \$2000 and a high of \$16,000 per speed bump (which included signage)
Tax Increases Supported (Yes/No)	Yes

14. Fritz Theil Off-Leash Dog Park	
Details	To provide circumferential fencing, access gates, waste repository, doggy doo bag dispenser. (including replenishment of bags) Ideally with seasonal drinking water supply and grounds maintenance as required.
Estimated Cost	\$20,000
Rational	Cost of new and rehabilitated fencing. Supply and install of base gravel, signage, bag dispenser and refuse containers.
Tax Increases Supported (Yes/No)	Yes

15. City of Yellowknife Artist-in-Residence Funding Allocation	
Details	The City of Yellowknife has expressed commitments to “providing affordable and diverse recreation and arts opportunities for residents” (Council Strategic Directions 2023-2026) and to “formalize a city ‘artist in residence’ program” (City of Yellowknife Arts & Culture Master Plan, 2022). In order to support meeting those commitments, this proposal advocates for \$25,000.00 to be allocated to an arts and culture grant fund open to local organizations interested in establishing and running an Artist-in-Residence (AiR) program for the City of Yellowknife. Cities around the world offer AiR programs that provide multiple benefits for community building and creative expression. An AiR program in Yellowknife will bring increased vibrancy to our arts and culture scene as we provide space for talented creatives to respond to and reflect back the uniqueness of our city. An AiR will also offer residents increased opportunities to engage with artists and expand their knowledge of art and their artistic and creative skills. The Open Method of Coordination (OMC) Working Group of European Union Member States has identified a range of common benefits that artists’ residencies bring to the cultural sector (Policy Handbook on Artists’ Residencies, 2014). These are broadly relevant outside of Europe, and are benefits we would expect to see from a city of Yellowknife AiR: - artists’ professional development; - economic benefits for the artist, the host, the region, etc.; - cultural development for the artist, the host organization, the local community; - organizational learning and capacity building for the host organization and for community organizations; - profile raising, particularly for the city/region where the residency is located. Finally, a City of Yellowknife AiR program will respond to the documented needs of Northern artists, who have routinely expressed the need for opportunities to strengthen skills and networks. The Atti! Indigenous Artist Collective found that these needs are ill-met in smaller communities due to few occasions for development. The Government of the NWT (GNWT), also identified that inter-organizational and inter-governmental collaborations would contribute to improved creative services. The National Collaborating Centre for Indigenous Health, meanwhile, has repeatedly recognized the positive health and wellness impacts of community-based arts projects. Currently, there is only one AiR in the Northwest Territories (Amauliq Residency, Tuktoyaktuk), and it is not available through an open call. An AiR program would contribute to the City of Yellowknife’s arts and culture sectors by providing spaces for artists to develop and share their skills and networks, but also for community members to engage with these sectors for their own personal and professional betterment. Beyond the development of artists and community, establishing an AiR for the city above all, seeks to innovate within the relatively underdeveloped arts sector of the NWT. In lieu of a City-coordinated AiR program with dedicated City of Yellowknife staff, which is understood to be tabled due to other priorities, we propose that the City of Yellowknife create the financial support for organizations to deliver this critical programming. This offers a real opportunity for Yellowknife to grow in its program offerings as well as distinguish itself on the Circumpolar arts and culture landscape, without

	exhausting the capacity of the City itself. This proposal will help to realize the vision for arts & culture in Yellowknife proposed by the City of Yellowknife Arts & Culture Master Plan (2022) where “the diverse cultural fabric of Yellowknife is evident in the richness of arts, culture and Indigenous identities, which all contribute to quality of life for everyone who calls Yellowknife home, attracts tourism and supports economic growth.” Moreover, it would support local arts and culture non-profits who would be overjoyed to be called upon to accomplish this community development, with City support. The City AiR would be administered by a local arts and culture non-profit knowledgeable in AiR delivery, in partnership with other local non-profits to support the success of the AiR, and demonstrated ability to secure additional funding to support a sustainable program. Lead organizations would be invited to apply to the city via a competitive process which encourages inter-organization collaboration. The NWT Art Centre Initiative (NWTACI) would be well prepared and well positioned to apply on such a competition, thanks to the skills of our current team, the diversity of our community partner relationships, and the strength of our shared ability to leverage funding for greater program sustainability. An application from us would include partnerships with other organizations like YKARCC and Makerspace, engage City facilities like the library, pool, multiplex, visitor’s centre, and parks, and bring additional funds from federal, territorial, and private sponsors to expand and enrich the AiR program. We believe there is excellent potential for the AiR to complement existing community events, depending on partner interest and availability. For example, a sculpture artist in March, for Snowking’s Winter Festival; an author/illustrator in May, for NorthWords NWT Writers Festival; a contemporary Indigenous artist in June, for Indigenous History Month; a musician/songwriter in July, for Folk on the Rocks; a filmmaker/screenwriter in November, for Yellowknife International Film Festival. AiR artists may also be obliged to provide community engagements during their residency period, the details of which would be developed with the artist, administrative organization, community partners, and the City. These engagements may include speaking events, art/craft workshops, collaborative mural projects, and more, and would provide opportunities for members of the public to develop artistic skills, to expand the networks of local artists and arts and culture organizations, and for the NWT arts sector to strengthen through community development. These engagements, depending on delivery logistics, have the potential to activate City sites (e.g. library, recreation centres, parks, etc.). The administrative organization could also apply for funding to host a group exhibition for the annual AiR cohort, for further professional development of the participating artists. The AiR delivery logistics and budget have been developed by Mary Buckland, a born-and-raised Yellowknifer with a Masters of Management of International Arts Management and a thesis dedicated to Artist Residency Operations within the Context of the Circumpolar North. Mary would be happy to provide information about the AiR sector and the intricacies of residency delivery, if needed.
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Estimated Cost	\$25,000
Rational	A draft budget has been prepared in order to present the realistic costs of AiR delivery from the perspective of someone who has attended, managed, and researched AiRs extensively. It is not exhaustive due to the variability of AiR delivery, and it assumes the following: - A blend of local, territorial, and national/international artists - Six artists in one annual cohort; two artists in each prior category - Honorariums being paid by the AiR to local and territorial artists, and fees paid.
Tax Increases Supported (Yes/No)	Yes
Supporting Documents	15A: City Pitch – AiR Example Budget

Artist in Residency Program Budget
FY 2026-27 Budget Summary

(Compared to FY 2025-26 Projections)

6 Artists (2 Local, 2 NWT, 2 Outside)

Year 0
FY 25-26
PROJECTIONS
(Current Year)

March 31 y/end

Year 1
FY 26-27
Proposed BUDGET
(Next Year)

\$
Increase/
(Decrease)

REVENUE AND SUPPORT SUMMARY

Earned Revenue

Artist Fees (Non-NWT Artists)	\$ -	\$ 3,000.00	\$ 3,000.00
Total Earned Revenue	\$ -	\$ 3,000.00	\$ 3,000.00

Public Support

Individual Contributions	\$ -	\$ -	\$ -
Foundation Contributions	\$ -	\$ -	\$ -
Corporate Contributions	\$ -	\$ -	\$ -
In-Kind Contributions	\$ -	\$ 18,280.00	\$ 18,280.00
Grants	\$ -	\$ 50,614.00	\$ 50,614.00
Total Public Support	\$ -	\$ 68,894.00	\$ 68,894.00

TOTAL REVENUE AND SUPPORT	\$ -	\$ 71,894.00	\$ 71,894.00
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EXPENSE SUMMARY

Program Expenses

Staff	\$ -	\$ 18,880.00	\$ 18,880.00
AiR - Rental Costs	\$ -	\$ 14,000.00	\$ 14,000.00
AiR - Travel Costs	\$ -	\$ 2,900.00	\$ 2,900.00
AiR - Artist Honorariums	\$ -	\$ 6,000.00	\$ 6,000.00
Engagement (Speaking Events, Workshop	\$ -	\$ 12,000.00	\$ 12,000.00
Exhibition	\$ -	\$ 13,614.00	\$ 13,614.00
Miscellaneous Program Expenses	\$ -	\$ 4,500.00	\$ 4,500.00
Total Program Expenses	\$ -	\$ 71,894.00	\$ 71,894.00

TOTAL EXPENSES**	\$ -	\$ 71,894.00	\$ 71,894.00
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INCREASE (DECREASE) IN NET ASSETS **\$ -** **\$ -** **\$ -**

Net Assets, Beginning of Year \$ - **\$ -**

Net Assets, End of Year **\$ -** \$ -

16. Yellowknife Small Grants Program	
Details	The Yellowknife Community Foundation (YKCF) has received a generous donation to create a Yellowknife Small Grants Program. The donation will be managed as an endowment fund, meaning, the donation will be invested and YKCF will be giving out the investment income every year, in the value of approx. 4% of the total. This means, the program will always exist. Starting in 2025, YKCF will be giving out \$8,000 through the program. This is expected to grow incrementally each year through the funds in the endowment. Grants of up to \$1,000 will be available to residents of Yellowknife to carry out small community-building projects. YKCF will solicit applications twice a year and the the YKCF Grants Committee, which comprises of volunteers, will review and approve successful applications. YKCF staff will support individuals with their projects, to the degree needed by each individual. The project is guided by the following principles: Everyone has gifts Small is powerful Local decisions are best Where we live matters We learn together Everyone is invited Examples of projects that residents might run: Host a neighbourhood clean-up and BBQ. Start a community garden. Run a free art or music workshop. Organize a cultural storytelling night. Buy supplies for a youth sports pop-up. Host a block party or movie night. Launch a tool or book lending library. Create a public mural or art project. YKCF is requesting that the City of Yellowknife provide a top up of funds to YKCF for the Yellowknife Small Grants Program, to be able to support more Yellowknife residents to run community-building projects. YKCF would also be happy to be full collaborative partners on this project, branding it as a project of YKCF and the City of Yellowknife. YKCF will take on the responsibility of marketing the program, administering the applications, selecting the recipients, make payments to recipients, supporting the recipients to complete their project, and collect final reporting from recipients. The City of Yellowknife would be responsible for transferring a sum of funds to YKCF annually, resharing any marketing for the program, and covering a small administration fee (15% of the total amount provided for the program).
Estimated Cost	\$10,150
Rational	Approximately double what YKCF is able to offer annually through the existing endowment fund = \$10,000 for granting purposes 15% administration = \$150
Tax Increases Supported (Yes/No)	Yes
Supporting Documents	16A: Yellowknife Small Grants Program



Yellowknife
COMMUNITY FOUNDATION

Yellowknife

Small Grants

August 7 2025

Background

The Yellowknife Community Foundation enables meaningful giving in Yellowknife and the Northwest Territories. We work to match donor interests with community needs by making informed decisions about grants, fundraising, strategic investments, public education, and community outreach.

The Yellowknife Community Foundation invests most of our donations into a fund with a specific purpose, such as addressing food insecurity or supporting aviation students.

We invest in GICs, stocks, bonds, and other assets to grow our funds and generate income for grants, student awards, and community projects. This type of long-term investment strategy is what is referred to as an endowment fund. At the Yellowknife Community Foundation, we're in it for the long haul!

At the Yellowknife Community Foundation, our main business is:

- to support donors to create lasting impact through endowment funds (we also have flow through funds and spend down funds, but the majority of our funds are held as endowments)
- to strengthen the non-profit sector
- to give grants to local people and organizations
- and to support Northern students through scholarships and awards

What is the Yellowknife Small Grants Program?



The Yellowknife Small Grants Program will support Yellowknife residents of all ages and demographics to run their own project that improves their community.

Launching in late summer 2025, the program will provide small grants of \$250, \$500, \$750, or \$1,000 to support initiatives that promote:

- community engagement
- skill-building
- environmental awareness
- creative expression
- cultural preservation
- mental well-being

We have an endowment fund to be able to give out \$8,000 - \$10,000 annually for this program.

Example of other small grant programs

BC Neighborhood Small Grants

- all over BC: led by Vancouver Foundation, resources shared with us to use for our similar programs
- different streams: main stream, youth stream (for youth, run by youth), green stream, Indigenous stream



Yellowknife
COMMUNITY FOUNDATION



Photo from the BC Youth Neighborhood Small Grants Program page





Example of other small grant programs



Rising Youth Grants

- a federal program that offered small grants of \$250, \$750, and \$1,500
- Ran for approx. 5 years
- very low barrier to entry

Many projects occurred in NWT

- <https://cabinradio.ca/8743/news/youth-are-so-used-to-hearing-no-rising-youth-funds-nwt-projects/>

In Yellowknife, youth are gathering to make spruce gum salve and learn how to bead. In Fort Providence, they are studying the Missing and Murdered Indigenous Women inquiry. And in Tsiigehtchic, they are organizing a community beach clean-up.

Impact Report for Rising Youth

YK Community Foundation History



We have a few examples of running similar type projects.

Losing Track of Days

The Foundation granted \$50,000 to NACC to give out to artists as smaller \$1,000 - \$5,000 grants.

Mary Beth Miller Memorial Fund

A small grant to an individual who is pursuing outdoor education (cross-country skiing, biathlon, mountain biking, speed skating, canoeing, or kayaking)

Elliot Michael Brown Fund

A \$5,000 grant to a youth entrepreneur working to build or grow their business.



Principles



Yellowknife Small Grants is guided by the following principles:

Everyone has gifts: Anyone can offer their ideas, talents, skills, experiences and contacts to build a strong community.

Small is powerful: Small amounts of money have the potential to bring powerful changes in community in forms of new relationships, increased self-confidence, leadership development, stronger sense of place and creation of local traditions.

Local decisions are best: Community members from diverse backgrounds and experiences get an opportunity to make decisions on who should get the grants in their community.

Where we live matters: The grants enable anyone to team up with their neighbour and come up with a project that they can carry out within an area of where they live and based on what they think works best in their community.

We learn together: There is no single right way to build community so anyone involved in the program will have many opportunities to learn, share, reflect, exchange and capture knowledge, skills and information that they can use within and beyond the program.

Everyone is invited: The program is accessible and inclusive to anyone living in Yellowknife area no matter their age, ethnicity, income, cultural background, gender, ability and sexual orientation.



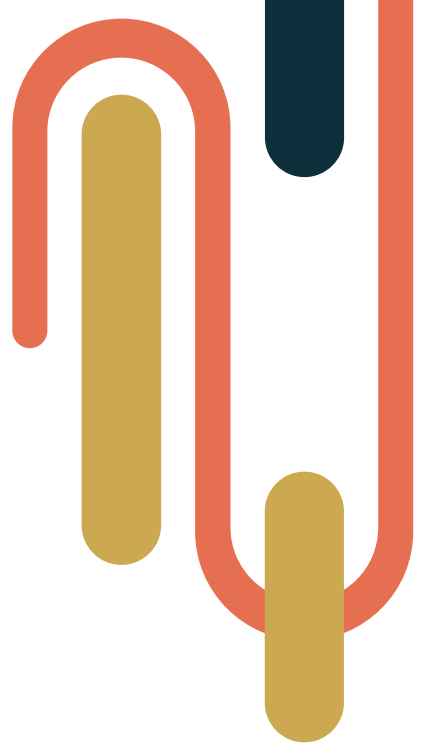


Basic Eligibility

- You can ask for up to \$1,000 for any Yellowknife Small Grant program.
- You can use the grant to offset any expenses that were needed for the project. This includes products, transportation, or services. You cannot use the money to buy anything illegal, alcohol, or to spend on a project that is political or religious.
- You may ask for up to \$350 to provide honorariums to anyone who contributes skills or knowledge to your project. If it is the applicant who is providing the skills or knowledge, they may provide themselves a \$200 honorarium.
- You may not fundraise for other projects and/or organizations.
- Any product, service, or event created with the support of a Yellowknife Small Grant must be offered for free or by a small, voluntary donation.
- Applicants are responsible for keeping expense receipts to account for project costs.

Example of projects

- **Community Green Space Revitalization** – Improve a local park with native plants, seating, and signage through volunteer-led beautification efforts.
- **Elder Storytelling & Youth Engagement** – Host events where Elders share stories and teachings with youth to promote cultural preservation and intergenerational connection.
- **Mobile Food Pantry or Community Fridge** – Provide free, accessible food through a rotating pantry or public fridge to address local food insecurity.
- **Barrier-Free Arts Programming** – Offer free arts workshops for youth or people with disabilities to increase access to creative expression and community participation.
- **Northern Menstrual Equity Project** – Distribute free period products and deliver education sessions to reduce stigma and improve menstrual health.
- **Neighbourhood Tool Lending Library** – Create a shared lending system for tools and equipment to support home maintenance and community projects.
- **Youth-Led Community Mural** – Engage youth and a local artist to co-create a public mural that celebrates community identity or addresses social issues.





Proposal to the City of Yellowknife

Endowment Fund

The Yellowknife Community Foundation will be able to offer at least \$8,000 annually through the Yellowknife Small Grants Program.

Top-Up Funds

We are requesting that the City of Yellowknife provide annual top-up funding of \$10,000 to be able to offer a minimum of 10 more grants to residents.

Small Administration Fee

We are requesting an administration fee of 15% of what is provided as top-up funding to help cover some costs for administration of the program.





Thank You

17. Hospital to Borden Drive Path	
Details	The current board walk that connects the Stanton Territorial Hospital area to the business park across from Borden Drive is too narrow to be used effectively. Currently, there is very little room for people to even walk side-by-side, let alone pass. This makes it very difficult for those using mobility aids or bicycles, especially due to the tight corner at the north end. If this connection was greatly improved, it would serve to efficiently link Borden Drive and upper Old Airport Road to Downtown via the Frame Lake Trail. It could remain a board walk, or hard packed gravel, or paved. Additionally, the dumpsters at the North end should be relocated to improve appearance.
Estimated Cost	\$10,000
Rational	Compared to the per linear metre cost of a multi-use trail completed in Red Lake Ontario in 2023 which included "clearing, grubbing, excavating and removing fill; installing geotextile for the sub-base; supplying, placing and compacting gravel; paving the surface and rest stops; extending existing culverts; installing mounted lighting to existing hydro poles; and placing benches."
Tax Increases Supported (Yes/No)	Yes

18. Raised Crosswalk at 6164 Finlayson Drive North	
Details	There is a bus stop across the street from 6164 Finlayson Drive North that has no connecting sidewalk or even a curb cut. This portion of the road also has a blind turn as you come up the hill from Parker Park making it a hazardous place to cross. A raised crosswalk at this location would increase neighbourhood safety by lowering driving speeds, and provide safe access to the bus stop, as well as the adjacent Range Lake trail connection. The concrete raised crosswalk at the Frame Lake Trailhead near the hospital has proven to be resilient to current snow-clearing procedures.
Estimated Cost	\$17,000
Rational	Used per m2 cost of sidewalk construction from BC gov "CONSTRUCTION AND REHABILITATION COST GUIDE", applied BCPI cost increase factor and northern construction factor and rounded up to even \$1000.
Tax Increases Supported (Yes/No)	Yes

19. New Real Community Library at the Old Pool Building	
Details	Will be great if the councilors agreed to turn the old pool building to a real public library more accessible to all people with more space and more sections like any other provincial cities. The current rental location at the mall is costing the city millions of dollars with unprofitable business and accessibility for readers and library users. By doing so, the city will be proud to have its own library building and saving millions from taxpayers' collections and budgets funding. Other than that, my vision for making Yellowknife a real city will be by implementing a real plan of development in Dehcho Boulevard or surrounding area as the future of Yellowknife has become necessary for a expansion projects of residential developments like anywhere else to insure a proper housing availability for the growing population of the city projected. Open the business and let developers invest peacefully.
Estimated Cost	\$500,000
Rational	Approximately renovation and adjustments of the existing structure.
Tax Increases Supported (Yes/No)	Yes

20. Parker Field Renewal	
Details	Fastball is experiencing a revival in Yellowknife, especially among youth, due to its affordability and community focus. However, the sport's growth is limited by a shortage of playing fields, as many original diamonds have been repurposed. To address this, the project proposes expanding Parker Field by adding a third diamond, upgrading existing facilities, and introducing new amenities to create a vibrant, family-friendly recreation space. Please see attached project plan for more information.
Estimated Cost	\$500,000
Rational	It is likely going to cost more, but this is our ask from the City - capitalized over multiple budget cycles. More info on partnerships and alternative funding sources in the attachment.
Tax Increases Supported (Yes/No)	Yes
Supporting Documents	20A: Parker Field Fastball Expansion Project Plan

Project Plan: Parker Field Renewal

1. Project Overview

Fastball holds a strong legacy in Yellowknife, and recent years have seen a resurgence in its popularity, especially among youth. The sport's affordability, lower time commitment compared to other activities, and emphasis on community make it an ideal fit for families.

Despite this renewed interest, fastball leagues in Yellowknife are currently constrained by a lack of available playing fields. Over the years, many original ball diamonds have been converted for other uses—such as soccer fields, school portables, or storage. This has created significant scheduling bottlenecks and limited the sport's ability to grow.

This project proposes the expansion and revitalization of Parker Field into a fully developed and family-friendly recreation hub. This includes the construction of a third fastball diamond, upgrades to existing infrastructure, and the addition of amenities that will enhance the overall experience for players, families, and visitors.

2. Project Objectives

- Expand local fastball capacity by constructing a new third diamond at Parker Field.
- Modernize and maintain the existing two diamonds to improve safety, accessibility, and playability.
- Develop infrastructure including washroom facilities, seating, storage, concessions (or food truck pads), and additional parking.
- Create a welcoming, community-oriented space that encourages sport participation and family engagement.
- Ensure long-term sustainability through a dedicated maintenance fund supported by naming rights and community partnerships.

3. Comparable Facilities and Inspiration

One comparable example is Lede Park in Leduc, Alberta, a municipally maintained facility that supports softball, baseball, and community events. Lede Park features multiple diamonds, permanent washroom and storage facilities, accessible pathways, shaded spectator seating, and ample parking—all set in a family-friendly environment.

The park has become a central hub for regional tournaments and league play, offering amenities that make it comfortable and welcoming for both players and families. Its success demonstrates the long-term value of investing in sport infrastructure—not only for recreation, but also for tourism, local business activity, and community pride.

Parker Field has the potential to follow a similar model on a scale suited to Yellowknife. The development of a third diamond and supporting amenities will allow local leagues to host events, increase participation, and create a sustainable, multi-use public space that reflects our northern character and community values.

With the right planning and promotion, it could also open the door to hosting an annual tournament, attracting adventurous teams from other provinces and territories and giving Yellowknife a new opportunity for sport tourism. This would support local hotels, restaurants, and small businesses, while also showcasing the welcoming spirit and unique atmosphere of the North.

3. Site Details

Location: Parker Park Softball Fields (northwest expansion zone)

Current Facilities: Two fastball diamonds, basic parking and limited seating

Proposed Additions:

- One new fastball diamond (northwest quadrant)
- Permanent washroom and storage facility
- Food concession pad or area designated for food trucks with access to power, water and sewer
- Bleachers or spectator seating
- Expanded gravel parking area
- Upgraded fencing, signage, and landscaping

4. Estimated Cost Breakdown

New Diamond Construction: \$175,000

Upgrades to Existing Diamonds: \$75,000

Washroom/Storage Facility: \$125,000

Seating, Dugouts, Shade, Fencing: \$50,000

Landscaping and Signage: \$25,000

Parking Expansion: \$25,000

Subtotal: \$475,000

Contingency (~5%): \$25,000

Total Estimated Budget: \$500,000

Note: These figures reflect the City's capital contribution, with additional costs to be offset through community fundraising, sweat equity, donations, grant funding, and in-kind support.

5. Funding and Partnerships

The \$500,000 financial commitment from the City will be capitalized over multiple budget cycles, allowing flexibility while still enabling meaningful progress. The following strategies will reduce total cost and increase project value:

- Partnerships with local contractors and suppliers for in-kind labour, equipment, and materials
- Volunteer and league-based sweat equity contributions (e.g. fencing, landscaping, painting)
- Grant opportunities, such as from the Toronto Blue Jays Care Foundation
- Naming rights for each of the three diamonds, with funds directed into a dedicated maintenance reserve fund dedicated specifically for City recreational infrastructure

6. Implementation Timeline

Community & Stakeholder Engagement: Fall 2025

Design & Permitting: Winter 2025–26

Fundraising & Grant Application: Winter–Fall 2026

Site Preparation: Spring 2026

Construction of Outbuildings and Ancillary Work: Summer 2026

Construction of Diamond # 3: Summer 2026

Overhaul of Diamonds # 1 & 2 : Spring and Summer 2027 (offsetting work to ensure 1 is always available for use)

Facility Completion & Grand Opening: Spring 2028

7. Long-Term Vision

The vision for Parker Field is to create a durable, vibrant community hub that meets the needs of softball players today and into the future. With proper planning and support, this facility can host:

- Youth and adult league play
- Regional tournaments
- Family recreation and school use
- Local business and food vendors
- Community celebrations and events

By investing in infrastructure now, and sticking to a preventative maintenance schedule, we set the foundation for healthy, active, and connected communities for years to come.

Appendix A

There is sufficient space for another diamond that would allow for a regulation-sized fastball field while maintaining a buffer zone of trees to keep the consistent character of the park and allow for the firebreak to continue to be used as a multiuse recreational area.

Evacuation in 2023 showed that large swathes of land can be cleared quickly and this area is relatively level and without hazard.

Tree removal leaves ample room on the sides of the diamonds for warm-up areas, dugouts, field maintenance supplies, etc. Parking can be expanded to the south-west and a permanent outbuilding can be erected on the east side of the diamonds over the causeway.



21. Lighted Crosswalk to Connect Hall Cres. and Bourque Dr.	
Details	There are pedestrian paths from Bourque Drive to Kam Lake Road and Hall Crescent to Kam Lake Road that should be connected by a crosswalk across Kam Lake Road. Doing so would provide an efficient pedestrian route from Hall Crescent and Coronation Drive to Range Lake Road, N.J. Macpherson School, St,Joseph's School, Parker Park, and associated businesses and residences. Due to the high traffic volumes on Kam Lake Road and limited visibility at that location, the crosswalk should be button controlled and well lit.
Estimated Cost	\$35,000
Rational	"The spokesperson [from the City of Yellowknife] said installing a flashing yellow pedestrian crossing in a comparable area, such as from Bartle and Gibson to the Co-op, would cost upward \$35,000." From a Cabin Radio article dated 16 July 2025
Tax Increases Supported (Yes/No)	Yes

22. Pedestrian Controlled Crosswalk at 349 Old Airport Road	
Details	To install a lighted, button-controlled crosswalk immediately South of Diamond Field Industrial Plaza to provide a safe crossing to the plaza and provide easier access to other, adjacent businesses. There are no crosswalks from Borden Drive at Home Hardware to the end of Old Airport Road at Highway 3. This means someone using the multi-use path must cross three lanes of one of the busiest roads in the city with no safety infrastructure in place. An online petition in support of this project has gained approximately 100 signatures to date.
Estimated Cost	\$35,000
Rational	"The spokesperson [From the City of Yellowknife] said installing a flashing yellow pedestrian crossing in a comparable area, such as from Bartle and Gibson to the Co-op, would cost upward of \$35,000". From a Cabin Radio article dated 16 July 2025.
Tax Increases Supported (Yes/No)	Yes

23. Yellowknife Community Café Pilot Project	
Details	The Yellowknife Community Café is a proposed 12-month social enterprise pilot designed to address a critical service gap in the city's downtown core: the lack of a safe, sober, and welcoming daytime space for individuals experiencing homelessness, housing insecurity, or social isolation. This café will operate as a third space open to all, with no expectation to purchase while focusing especially on sober, street-involved patrons seeking refuge, social connection, and dignity. Led by Homebase as the primary nonprofit partner and supported by Barren Ground Coffee, Yellowknife Women's Society, and provisional partners including the City of Yellowknife, GNWT, and Canada, the café blends commercial infrastructure with social purpose. It is a complement, not a replacement, to the GNWT Wellness Centre, offering a calm, inclusive daytime option for those not under the influence. Key features: • Operates 8 AM–3 PM, Monday to Friday • Centrally located at 5010 50 Street, adjacent to housing and shelter services • Offers coffee, tea, baked goods, phone charging, Wi-Fi, washrooms • Pay-what-you-can model with donor-sponsored options • Code of conduct focused on sobriety, safety, and respect • Staff trained in trauma-informed care and de-escalation This initiative supports: • City goals: downtown revitalization, improved community safety, and increased access to inclusive, non-commercial public space • GNWT mandates: homelessness prevention, mental wellness, and integrated community-based support services • Federal priorities: reconciliation through Indigenous partnerships, inclusive infrastructure investment, and upstream public health solutions The café will also function as a training and employment site. Through Homebase and YKWS, participants will receive hands-on training, food safety certification, and wraparound employment support. Key metrics will include daily usage, training completion, incident reports, and stakeholder feedback. The project's return on investment is measured not in profit, but in improved community well-being, de-escalated public tensions, downstream cost savings, and strengthened social infrastructure. The total estimated cost for the one-year pilot is \$450,000, which includes staffing, leasehold improvements, operations, training, and administration. The project is designed as a cost-share model between three levels of government: the City of Yellowknife, GNWT, and the Government of Canada. Each level is asked to contribute approximately \$150,000 toward launch and first-year operations. The Community Café is a low-barrier, high-impact prototype for what urban social enterprise can look like in the North: responsive, inclusive, collaborative. Its long-term success will rely on sustained partnership between municipal, territorial, federal, nonprofit, and Indigenous stakeholders.
Estimated Cost	\$150,000
Rational	It is 1/3 of total cost of the project. Please see budget in the supporting document
Tax Increases Supported (Yes/No)	Yes
Supporting Documents	23A: YK Community Café Proposal

YELLOWKNIFE COMMUNITY CAFÉ PILOT PROJECT

A Social Enterprise Proposal

Submitted by:
Eric Binion

Lead Partner Organization:
Homebase Yellowknife

Partners included:
Barren Ground Coffee
Yellowknife Women's Society

City of Yellowknife (provisional)
GNWT (provisional)
Canada (provisional)

Location:
Proposed Site – 5010 50 Street, Yellowknife, NT

Date of Submission:
July 2025



Community Café Pilot Project Plan

1. Executive Summary

The **Yellowknife Community Café** is a proposed 12-month social enterprise pilot designed to address a critical service gap in the city's downtown core: the lack of a **safe, sober, and welcoming daytime space** for individuals experiencing homelessness, housing insecurity, or social isolation. This café will operate as a **third space** open to all, with no expectation to purchase while focusing especially on **sober, street-involved patrons** seeking refuge, social connection, and dignity.

Led by **Homebase** as the primary nonprofit partner and supported by **Barren Ground Coffee, Yellowknife Women's Society**, and provisional partners including the **City of Yellowknife, GNWT**, and **Canada**, the café blends commercial infrastructure with social purpose. It is a **complement, not a replacement, to the GNWT Wellness Centre**, offering a calm, inclusive daytime option for those not under the influence.

Key features:

- Operates 8 AM–3 PM, Monday to Friday
- Centrally located at **5010 50 Street**, adjacent to housing and shelter services
- Offers coffee, tea, baked goods, phone charging, Wi-Fi, washrooms
- Pay-what-you-can model with donor-sponsored options
- **Code of conduct focused on sobriety, safety, and respect**
- Staff trained in trauma-informed care and de-escalation

This initiative supports:

- **City goals:** downtown revitalization, improved community safety, and increased access to inclusive, non-commercial public space
- **GNWT mandates:** homelessness prevention, mental wellness, and integrated community-based support services
- **Federal priorities:** reconciliation through Indigenous partnerships, inclusive infrastructure investment, and upstream public health solutions

The café will also function as a **training and employment site**. Through Homebase and YKWS, participants will receive hands-on training, food safety certification, and wraparound employment support.

Key metrics will include daily usage, training completion, incident reports, and stakeholder feedback. The project's **return on investment** is measured not in profit, but in improved community well-being, de-escalated public tensions, downstream cost savings, and strengthened social infrastructure.

The total estimated cost for the one-year pilot is **\$450,000**, which includes staffing, leasehold improvements, operations, training, and administration. The project is designed as a **cost-share model between three levels of government**: the City of Yellowknife, GNWT, and the Government of Canada. Each level is asked to contribute approximately **\$150,000** toward launch and first-year operations.

The Community Café is a **low-barrier, high-impact prototype** for what urban social enterprise can look like in the North: responsive, inclusive, collaborative. **Its long-term success will rely on sustained partnership between municipal, territorial, federal, nonprofit, and Indigenous stakeholders.**

2. Problem Statement

Yellowknife lacks accessible public indoor spaces, particularly for people who are sober, unhoused, or seeking meaningful daytime engagement. While shelters provide some support, they are not always safe or inclusive environments. Public spaces such as the library and the visitor centre are under pressure as de facto gathering spaces, but they are not designed for that role. In addition, downtown businesses face pressures related to safety, loitering, and visibility of homelessness but few alternatives exist.

3. The Solution

This café will offer:

- A **welcoming third space** for all, particularly sober and street-involved individuals
- A **low-barrier, community-centered atmosphere**, with no expectation to buy anything to stay
- **Light food, coffee, tea, water**
- Future optional **employment training or volunteer opportunities** in partnership with local orgs

The café will not be a shelter, detox, or treatment center. It will function as a **social business** with clear boundaries and shared accountability. It will not replace GNWT Wellness Centre services but instead relieve pressure on institutions not designed for long-term daytime use.

Importantly, this is a **pilot project** with a proposed duration of 12 months. It draws inspiration from similar third space models that have proven successful in other communities. Studies have highlighted the value of community cafés as non-stigmatizing, accessible environments that foster well-being, social connection, and inclusion.

4. Target Market

The primary audience for the Community Café includes individuals in Yellowknife who are seeking a safe, sober, and welcoming space during the day. A key focus is on street-involved community members and those experiencing or at risk of homelessness who are sober and may not feel comfortable or welcomed in other spaces. Estimates suggest that 20 to 50 individuals per day could potentially benefit from space, depending on time of day, weather, and other conditions.

The café also aims to serve low-income and housing-insecure residents, particularly Indigenous Elders and community members who previously relied on informal public gathering spots such as the former downtown A&W. These individuals often have few alternatives for daytime social connection and community support.

In addition to its social mission, the café is also envisioned as a resource for downtown workers and residents seeking a community-oriented third space. It offers a unique environment distinct from commercial coffee shops, with a clear social mandate.

The café will be positioned as a complement to existing GNWT services, especially the Wellness Centre. While the Wellness Centre will continue to support individuals who are under the influence, the Community Café will focus on sober-friendly space, creating a continuum of support and inclusion without duplication.

We recognize the concern that the Community Café could be perceived as duplicating services already offered in Yellowknife, particularly by the GNWT Wellness Centre. That is not the case. This project has been designed explicitly to **complement existing services**, not compete with or replace them.

Key distinctions

Community Café	GNWT Wellness Centre
Sober-only space	Supports individuals under the influence
Public-facing, third-space model	Primarily a service delivery model
Offers light food and pay-what-you-can coffee	Offers meals, medical support, wellness referrals
No intake	Some structured programming and referrals
Focus on low-barrier social connection and dignity	Focus on harm reduction, care, and stabilization
Not staffed by clinicians or support workers	Staffed by GNWT social and health professionals

Finally, the café will serve as a resource for local service providers, GNWT departments, and NGOs who require additional spaces to refer clients in need of safe, supportive daytime environments.

5. Location

The proposed site for the Community Café is located at **5010 50 Street in Yellowknife, NT**. This centrally located downtown property is adjacent to a new GNWT low-income housing development and near the planned permanent shelter. These neighbouring services make it a natural and convenient location for a low-barrier daytime refuge. The building is currently gutted, offering flexible potential for a complete fit-out tailored to the project's needs. The landlords are supportive of the vision and open to leasing arrangements aligned with the project timeline and have provided an "Intent to Lease" letter. Estimated lease costs for the 1,300 sq foot space range from ~**\$25 per square foot annually**, based on local commercial averages.

Upon entering the café, visitors will find a warm, inviting space with natural light, minimal signage, and communal tables designed to encourage casual interaction. The space will include a coffee counter offering brewed coffee, tea, and baked goods on a pay-what-you-can or donation-supported model. There will be access to clean washrooms, phone charging stations, free Wi-Fi, and a seating area with magazines, local art, and board games. Soft background music and visible signage around expectations of behavior will create an atmosphere of calm and inclusion.



Example of exterior rendering of the Community Café at 5010 50th Street.



Example of interior rendering of the Community Café at 5010 50th Street.

Sample Narratives

- 1. Mary, a 68-year-old Elder** sits near the window with a mug of coffee and baked good. She recognizes two others from her housing unit and joins them at a shared table. For the first time this week, she spends two hours in a public space without being asked to move along.
- 2. Josh, 24,** has just finished a morning support group at the Wellness Centre. Still sober and not ready to return home, he walks over to the café for a coffee. He plugs in his phone, checks his messages, and chats quietly with one of the staff about volunteer opportunities.
- 3. Marie, a young mom in transitional housing,** brings her toddler in on a cold morning. She gets a tea and sits in the kids' corner while her child plays with a donated toy. It's the first time she's felt like part of a community space in months.

6. Operating Model

The café will operate as a mission-driven social enterprise, led by Homebase as the **primary nonprofit partner** and funding conduit. Homebase will handle **administrative operations** such as bookkeeping, payroll, invoice management, and scheduling. A portion of incoming funding will be allocated for administrative overhead to support this role.

A **governance committee** will be established within Homebase to oversee the strategic direction and accountability of the project. This committee will be chaired by **Eric Binion**, who will provide leadership, continuity, and ensure alignment with the café's mission. The committee will include a small group of key stakeholders, including representatives from partner organizations.

1. Lead Operational Partner (Homebase)

- Holds the lease, manages payroll, liability, and legal compliance
- Coordinates day-to-day oversight and partner communication
- Employs the café supervisor and core administrative support

2. Governance Committee (meets monthly or bi-monthly)

- **Purpose:** Strategic guidance, inclusion monitoring, conflict resolution, and sustainability planning
- **Chaired by:** Eric Binion (project initiator, neutral/facilitator role)
- **Members:**
 - 1 rep from Homebase (senior leadership)
 - 1 rep from Yellowknife Women's Society (senior leadership)
 - 1 rep from an Indigenous partner (tbd)
 - 1 adult person with **lived experience** of homelessness or street involvement
 - 1 youth person with **lived experience** of homelessness or street involvement
 - 1 advisory rep (non-voting)

3. Staff Leadership (Café Supervisor)

- Reports to Homebase/Eric Binion but takes direction from governance framework
- Responsible for day-to-day implementation, adherence to code of conduct, and staff support

The committee will not be involved in daily operations but will act as a compass for long-term accountability and community responsiveness. Terms of reference and decision-making protocols will be finalized prior to launch.

Eric Binion will provide **high-level in-kind operational guidance**, supporting the implementation of the café's values, systems, and strategy. His company, **Barren Ground Coffee**, will contribute in-kind support through **hands-on training** and mentorship for all aspects of café operations, including coffee bar setup, customer service, quality control, and workflow.

The day-to-day operations of the café will be led by a **core supervisor** with a background in social work or community support. This individual will manage the physical space, staff dynamics, and customer interactions. They will also be responsible for **inventory control, scheduling support, and maintaining a welcoming and safe environment**.

Employment training positions will be offered through **Homebase and the Yellowknife Women's Society**. Participants will receive in-house training on opening and closing procedures, using the point-of-sale system, and serving basic offerings such as drip coffee, tea, water, and snacks. All staff will receive certifications in **Food Safety, WHMIS**, and potentially **Supervisor training**. These positions will be **casual and flexible**, offering real employment opportunities and wraparound support to individuals from the community.

The Community Café will operate Monday to Friday from **8:00 AM to 3:00 PM**, aligning with common gaps in daytime services while being mindful of staffing and funding constraints during the pilot phase. The model will follow a **pay-what-you-can** approach, allowing patrons to contribute what they are able, or nothing at all. A donation-based "community coffee tab" and other sponsored support will ensure equitable access for those without means.

A clearly defined **code of conduct** will be central to maintaining a respectful, sober, and inclusive environment. Expectations will be posted at the entrance and throughout the space, using accessible language and clear visual cues. Core rules will include:

- Sober use only (individuals under the influence will be referred to appropriate services)
- Respectful and non-disruptive behavior
- Shared responsibility for maintaining a safe and welcoming atmosphere

Staff will be trained in de-escalation, trauma-informed care, and inclusion practices, ensuring they can enforce rules with compassion and consistency. There will be a zero-tolerance policy for violence, threats, or harassment, and staff will be supported by partner agencies if additional intervention is required.

The café's goal is to balance low-barrier access with psychological and physical safety. Through gentle engagement, clear boundaries, and strong community relationships, the café will foster an atmosphere of trust and comfort for all patrons.

9. Partnerships

Inclusive Design and Collaborative Delivery

The Community Café is being built on a foundation of collaboration and equity, with a commitment to supporting both **youth and adult women** who are at risk of or experiencing homelessness in Yellowknife.

Our two core nonprofit partners — **Homebase** and the **Yellowknife Women's Society** — bring decades of experience working with these communities. Their insights have been instrumental in shaping the early stages of this proposal, and their ongoing leadership will guide the design and delivery of supports moving forward.

Homebase will act as the lead operational partner, drawing on its experience with transitional housing, outreach, and employment support for youth. The café will provide an opportunity to expand on Homebase's existing job training work, giving participants meaningful employment experience in a supportive, trauma-informed environment.

We understand that inclusion is not a checkbox and is a continuous process that must be built into governance, staffing, and daily operations. This café will reflect that, with the support and guidance of trusted community partners.

10. Risks

1. Sustainability and Funding Gaps

Risk: The café may not generate enough revenue to sustain operations beyond the pilot phase without continued public or philanthropic support.

Mitigation:

- The project is scoped as a **12-month pilot** to test feasibility, build evidence of impact, and secure ongoing funding based on demonstrated outcomes.
- The budget will include a mix of **earned income, in-kind support, and public funding**.
- Ongoing grant applications will be coordinated through Homebase, with support from partner organizations.

2. Perception of Service Duplication or “Loitering”

Risk: The café could be seen as duplicating Wellness Centre services or drawing people perceived as disruptive to the downtown core.

Mitigation:

- The café will focus **only on sober-friendly daytime access**, filling a distinct service gap between housing and shelter supports.
 - Strong **public messaging** and a **communications plan** will make the café's purpose clear: a safe, calm third space, not a drop-in or overnight shelter.
 - Downtown businesses, BGC, Homebase, and mall security can be engaged as partners to direct referrals and help shape community norms.
-

3. Staff Burnout and Conflict Management

Risk: Frontline staff may experience emotional strain or unsafe situations, leading to turnover or burnout.

Mitigation:

- Staff will receive **trauma-informed training, de-escalation practice, and peer support** through Homebase and YKWS.
 - A **clear code of conduct** and firm expectations (posted and reinforced) will help staff uphold boundaries.
 - The café supervisor will be a qualified individual with experience in social work, not just food service.
-

4. Space Limitations and Overcrowding

Risk: High demand could overwhelm the physical space, creating safety issues or tension between patrons.

Mitigation:

- The layout will include **clearly defined zones** (quiet corners, family area, seating flow).
 - Staff will use **gentle engagement protocols** to manage crowding and redirect patrons to other services if needed.
 - Usage patterns will be monitored daily, and adjustments made to hours or flow as needed.
-

5. Role Drift: Becoming a De Facto Shelter or Crisis Site

Risk: The café could slowly begin to take on roles it was not designed to handle, such as crisis intervention, detox support, or long-term care.

Mitigation:

- The café will maintain **strict service boundaries**, with signage and internal protocols to clarify its role.

- Staff will be trained to refer individuals to appropriate supports and not attempt to deliver services beyond scope.
- Governance partners (including GNWT Health and Social Services and YKWS) will monitor for role creep.

6. Community Trust and Representation

Risk: Community members may feel the project does not reflect their needs or lacks meaningful inclusion of Indigenous voices or women.

Mitigation:

- A **steering or governance committee** will include representation from Homebase, YKWS, (or another Indigenous org), and lived-experience voices.
- An **MOU with YKWS** will formalize inclusion of adult women, and further MOUs can be developed as needed.
- The proposal is designed as a **starting point**, not a fixed structure with room for community shaping over time.

11. Legal Structure and Liability

Homebase will act as the leaseholder for the space and will also manage the insurance, payroll, and employment contracts associated with the café. All liability will be carried through Homebase as the core nonprofit partner and legal entity responsible for the pilot project.

12. Metrics for Evaluation

The success of the pilot project will be assessed using both **quantitative** and **qualitative** indicators. These will focus on community usage, safety, training outcomes, and broader social impact.

Key metrics include:

- **Daily usage numbers** (tracked manually or with non-identifying tallies)
- **Number of individuals employed and trained** through the café, including:
 - Food Safety certification
 - WHMIS certification
 - Supervisor or leadership training (where applicable)
- **Training completion rate** and staff retention over the pilot period

- **Partner referrals and collaborations** (e.g. Wellness Centre, Women’s Society, shelters)
- **Incident tracking and resolution logs**, with support from partner organizations
- **User feedback** (collected through informal conversations, optional short surveys, or partner interviews)
- **Partner feedback** (via periodic stakeholder check-ins or debriefs)
- **Observational indicators of space function**, such as atmosphere, trust-building, and inclusion

These indicators will help measure not only how the café functions, but how it contributes to downtown vibrancy, safety, and community resilience. Over time, this data will inform decisions about scaling, funding, and long-term sustainability.

13. Communications and Engagement Plan

Initial communications will take place through **press releases and media interviews** coordinated with Homebase and project partners. A dedicated **social media presence (Facebook and Instagram)** will be launched to share updates, highlight success stories, and serve as the primary platform for engagement and announcements.

Homebase’s existing outreach team will assist in **directing individuals to the café**, ensuring accessibility among key populations. Directional signage and information cards may be placed at public-facing facilities such as the library, visitor centre, and partner organizations. Businesses (including Barren Ground Coffee), mall security, and other downtown stakeholders will also help guide individuals to the space.

These efforts will ensure strong awareness and reinforce the café as a trusted, community-based hub.

14. Return on Investment (ROI)

While this project is not designed to produce financial returns, its return on investment will be measured through community impact, social connection, and improved well-being grounded in the theory of third spaces, social enterprise, and preventative health economics. The café will offer significant intangible value by reducing isolation, providing structure and stability for at-risk individuals, and helping de-escalate pressures on institutions such as libraries, hospitals, shelters, and policing services.

ROI can also be understood as downstream savings or benefits: fewer emergency visits, less tension in public spaces, more positive engagement downtown, and improved perceptions of safety and inclusion. By creating a sense of belonging and purpose for people who are often excluded, the café contributes to broader goals of reconciliation, community development, and urban resilience.

15. A Final Note on Positionality

As the initiator of this proposal, I want to acknowledge my position as a white, male business owner operating in Yellowknife. This project was not developed in response to a formal request from any one organization or community group, but emerged from conversations, observations, and relationships built over years of working in the downtown core.

I recognize the long and ongoing history of imposed solutions on Indigenous and marginalized communities often led by individuals or institutions disconnected from lived realities. I do not claim to speak for others, nor do I view this initiative as a solution in isolation. My intention is to use my capacity, relationships, and experience as a small business owner to help create a public-facing, inclusive space that meets community needs as defined by the community itself.

The Community Café is not meant to be *mine (or a third BGC café)*, it is envisioned as a platform for collaboration, employment, dignity, and long-term shared ownership. I am committed to co-developing this project with Indigenous organizations, local nonprofits, and people with lived experience, and to ensuring governance and leadership reflect those most impacted.

– Eric Binion

RE: Intent to Lease 5010 50th Street – Community Café Project

To Whom It May Concern,

This letter confirms our intent to enter into a lease agreement for the premises located at 5010 50th Street in downtown Yellowknife, Northwest Territories, for the purposes of establishing a community café operated by Homebase.

While this letter does not constitute a legally binding lease, both parties are in agreement on the general terms and are working cooperatively toward finalizing a formal lease arrangement. The intent is to secure the space pending the outcome of current funding applications, renovations, and partner approvals.

Should funding be secured and final details confirmed, we expect to enter into a formal lease agreement for a term and rate mutually agreeable to both parties.

Please do not hesitate to contact us if additional documentation is required.

Sincerely,

Dingeman Salvador van Bochove and Aya Phoenix Burshan

phoenix@summitroofingnwt.ca

July 22, 2025

To Whom It May Concern,

On behalf of the Yellowknife Chamber of Commerce, I am pleased to express our full support for the proposed *Community Café* initiative. This project is both timely and aligned with the Yellowknife Chambers ongoing efforts, as well as what local and regional stakeholders are doing to address the pressing challenges facing our downtown core.

In June, the City of Yellowknife and Yellowknife Chamber of Commerce heard from local businesses on the challenges they are facing. Business owners are increasingly grappling with public safety challenges impacting foot traffic from both residents and tourists who feel unsafe or uncomfortable in the area, which further undermines the sense of community and deters positive engagement with downtown spaces. These issues are not only affecting the daily operations of local businesses but also diminishing the overall vibrancy and economic health of our downtown area.

The Community Café initiative directly responds to these concerns through:

- **Establishing a Stabilizing Third Space:** By offering a safe, inclusive alternative to alleyways and storefronts, the café can fill a critical gap in our city's social infrastructure. It provides a space for connection, particularly for marginalized residents.
- **Fostering Workforce Development:** The café's emphasis on employment and skills training targeting individuals facing systemic barriers supports building economic inclusion and preparing a resilient local workforce.
- **Revitalizing the Downtown Core:** Drawing inspiration from successful models in Canada, this initiative has the potential to support our ongoing efforts to contribute to a more vibrant and accessible downtown.
- **Reflecting Community-Driven Priorities:** Notably, our *What We Heard* report from the June business forum session, highlights the concept of a social enterprise café as a great opportunity among business owners. Having a space could improve the overall sense of safety and hospitality downtown especially in the wake of recent closures of other gathering places.

We fully acknowledge that the challenges facing downtown Yellowknife are complex and multifaceted. While no single initiative can solve them all, the *Community Café* represents a meaningful, community-led step forward. It exemplifies the kind of collaborative, cross-sector approach that our members endorse and our city urgently needs.

We encourage funders and stakeholders to recognize the potential of this project and to offer the necessary support to bring it to fruition. The Yellowknife Chamber of Commerce remains committed that this initiative is in alignment with broader revitalization efforts and looks forward to ongoing collaboration.

Sincerely,



Matt Halliday
Executive Director YK Chamber



Yellowknife
Women's Society
PO Box 2303
Yellowknife, NT, X1A 2P7
Main Office: (867) 873-2339

July 26, 2025

RE: Letter of Support for the Community Café Project

To Whom It May Concern,

The Yellowknife Women's Society is pleased to offer our support for the proposed Community Café initiative led by Eric Binion and Barren Ground Coffee, in collaboration with partner Homebase Yellowknife. The Community Café represents an important opportunity to address some of the most pressing needs in our city: safe, welcoming, and low-barrier daytime spaces for vulnerable individuals, especially those experiencing homelessness, addiction, or social isolation. As a nonprofit organization that has worked for decades to support and empower women and other marginalized people in Yellowknife, we recognize the critical need for inclusive spaces that foster connection, dignity, and opportunity.

This project aligns with our values of compassion, community care, and harm reduction. The proposed café would not only offer a warm and sober-friendly environment during daytime hours, but also serve as a platform for job training, food service experience, and personal development, creating pathways out of poverty for those who often face systemic barriers to employment and housing.

We believe the Community Café can complement existing services in Yellowknife and play a pivotal role in revitalizing our downtown, while also advancing social justice and reconciliation through collaboration with Indigenous partners and organizations.

We look forward to continuing conversations and exploring how the Yellowknife Women's Society can be meaningfully involved as this initiative develops. We commend the vision and dedication behind this proposal and strongly encourage funding and partnership support from all levels of government and community stakeholders.

Arlene Hache, CM
MA in Leadership
Interim Executive Director
arlene@ykws.ca
867-446-0723



Staffing	Estimated cost	Notes
Trainee wages	\$ 115,000.00	~3 casual staff positions; (90 hours a week available)
Supervisor	\$ 65,000.00	1 FT position
Training	\$ 3,000.00	WHMIS, Food Safety, First Aid training
Sub total	\$ 183,000.00	

Capital & Renovations

Kitchen equipment	\$ 8,000.00	fridge, toaster oven, sinks, coffee maker, etc.
Public phone	\$ 500.00	
Furniture	\$ 4,000.00	tables, chairs, couches, etc.
Interior renovations	\$ 50,000.00	plumbing, counters, washroom, etc.
Signage	\$ 3,000.00	interior + exterior
Lighting, paint, decor	\$ 5,000.00	
Sub total	\$ 70,500.00	

Operating Costs

Monthly Rent	\$ 32,500.00	Est: 1300 sq ft * \$25; tbd
Utilities	\$ 10,000.00	heat, internet/phone, power
Inventory	\$ 45,000.00	coffee, tea, baked goods, etc.
Supplies	\$ 15,000.00	cups, napkins, cleaning, etc.
Insurance	\$ 3,000.00	
POS system & processing fees	\$ 1,500.00	
Sub total	\$ 107,000.00	

Sub Sub Total \$ 360,500.00

Admin fee (Homebase 15%) \$ 54,075.00

Contingency (10%) \$ 36,050.00

Total project expenses \$ 450,625.00

Partnerships & In Kind

Eric: leadership time (est.)	\$	20,000.00
BGC: training	\$	5,000.00
Local businesses & volunteers	\$	10,000.00
Public donations	\$	15,000.00
Sub total	\$	50,000.00

Revenue Forecast

Coffee & snack sales net revenue	\$	10,000.00
Sub total	\$	10,000.00

Funding Requests

City of Yellowknife	\$	150,000.00
GNWT	\$	150,000.00
Federal	\$	150,000.00

24. Complete the Matonabee Alley Paving and Storm Sewer Installation	
Details	Pave the newly formed alley adjoining onto Gitzel Street and repave the adjoining alley leading from Matonabee Street. Along with this work is installing a new storm sewer system from the new Avens Pavilion connected to the existing storm sewer on Matonabee Street.
Estimated Cost	\$350,000
Rational	Estimate provided by City staff during the review of the Avens development.
Tax Increases Supported (Yes/No)	Yes

25. Park Porta Potty Pilot Program	
Details	Yellowknife has great parks, but a lack of bathroom facilities means that residents have to limit their time at the park, or only attend parks that are right next to their house. This especially affects families with young children, as well as individuals who are pregnant or who have conditions which require frequent bathroom visits. It also affects tourists who lack facilities when walking around the city. I propose that the City install outhouses as part of a pilot program. This would include picking 3-5 high-traffic parks that would benefit from bathroom facilities, and installing one outhouse at each park from May to September (inclusive). Costs could be reduced by providing the outhouses for only 3 months (June to August, inclusive). Some possible park locations include: - Rotary Centennial Waterfront Park - Forrest Drive Park - Moyle Park - Yvonne Quick Heritage Park - Parker Park (I believe there are outhouses here that are only available during softball practice and games) - Tommy Forest Park (I believe there are outhouses here that are only available during softball practice and games) Council could also consider school parks as possible locations during the months of July and August, when schools are not in session. This proposal addresses Council's Strategic Directions by putting people first and providing service excellence. It facilitates a safe, accessible and inclusive community. Access to bathroom facilities creates a community that supports the well-being of all Yellowknife residents, and tourists. By hiring a contractor such as Det'on Cho Kavanaugh to service the outhouses, the City would be optimizing resource capacity to provide infrastructure that residents currently need. Council may be concerned about liabilities, such as the possibility that the outhouses may be utilized for drug consumption. This could be addressed by locking the outhouses at night. However, this would impose additional costs, as staff would be required to lock and unlock the outhouses. In contrast, territorial parks have outhouses that seem to be used without concern. The City could also ask RCMP or Municipal Officers to check on the bathrooms. While some councilors may be concerned that unhoused individuals would be more likely to set up an encampment in an area with an outhouse, that should not be a main concern for three reasons. One, unhoused individuals need to go to the bathroom and have every right to use public restrooms. Two, providing public restrooms to individuals is the sanitary option, and helps create a more respectful environment for all Yellowknife residents. Three, the City of Yellowknife has legal options available to them to address encampments should they arise. Again, this would be a temporary pilot project. If safety concerns become an issue that cannot be managed, the City could remove the outhouses. I hope that Council considers the positive impact this proposal would have on accessibility for all. Thank you for your time.
Estimated Cost	\$ 7,412.35
Rational	This is based on a service estimate provided by Kavanaugh, for 5 outhouses for 5 months (May-September), pumped out monthly. Please see attached estimate. The estimated cost could be reduced by reducing the number of outhouses or reducing the number of months that they are provided (for example, from June-August, inclusive).

Tax Increases Supported (Yes/No)	Yes
Supporting Documents	25A: Kavanaugh Waste Removal Services Quote



QUOTE

DATE: July 4.2025

PO:

Prepared by: Kathryn T

DET'ON CHO KAVANAUGH LP

101 Merlin Road
Yellowknife, NT X1A 2N8
Phone: (867) 873-2811

Quotation for:

Ariel

**Quotation valid for 30 days*

GST: 785946625

Scope of Work:	5 PP - IN YK City Limits
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Quantity	UOM	Description	Rate	AMOUNT
2	Hourly	Delivery	\$ 129.15	\$ 258.30
5	Month	Rental Rate <i>*for all 5 Potties</i>	\$ 1,250.00	\$ 6,250.00
5.0	Monthly	Pump out <i>*That is once per month for all 5</i>	\$ 129.15	\$ 645.75
2.0	Hourly	Removal	\$ 129.15	\$ 258.30
			TOTAL	\$ 7,412.35

GST, Fuel Surcharges and Tipping Fees are **not** quoted
All quotes are base estimates and actuals will be billed

**** Disposal fees will be billed as actuals**

26. Review and Improve Safety at the 56 Street and Burwash Drive Intersection	
Details	The intersection at 56 Street and Burwash Drive has several safety concerns and does not comply with the City's strategic direction to facilitate a safe, accessible, and inclusive community for all. The corner is next to a childcare facility (Yellowknife Playschool). It is a blind poorly lit corner with no stop signs or stop lights. There's no cross walk across either street and the sidewalk does not extend to the corner on Burwash where people cross the street (significant accessibility concerns). There are minimal street lights lighting the street at night. This is a high traffic area at certain times of the day (when children from the Yellowknife Playschool and Itlo school are most likely to be in transit to/from their schools), as it is a major route to/from downtown. I am unsure of the speed limit in that area (it isn't marked), but drivers regularly speed around that corner. I call for an immediate review of this corner, and for 1) the sidewalk to be extended on Burwash to the street corner, 2) a crosswalk to be put across 56 street, and 3) stop signs to be installed on both 56 street and Burwash Drive. This intersection is one of the most dangerous intersections in Yellowknife, and the City has a responsibility to make it safer and accessible to all, especially with its proximity to a childcare facility.
Estimated Cost	\$5,000
Rational	I have no idea what this would cost, but this work needs to be done. A child is going to get seriously hurt and this corner is wildly inaccessible to residents.
Tax Increases Supported (Yes/No)	Yes

27. New Dog Park	
Details	New dog park at either the fire break location at Parker Park or the partially fenced area by Racquet Club (closest to Franklin Avenue)
Estimated Cost	\$35,000
Rational	Cold Lake dog park upgrade completed in 2020 was \$26,000. Added \$10,000 to account for inflation. The Cold Lake off-leash dog park, located at Imperial Park, opened in September 2020 and was approved in the 2020 Capital Budget with a cost of approximately \$26,000, while future upgrades being considered include seating, a walking path, and additional lighting. The park is separated into areas for large and small dogs, offering over 45,000 square feet of fenced space for dogs to exercise and socialize.
Tax Increases Supported (Yes/No)	Yes

28. Niven Lake Ravine Multi-Use Trails	
Details	In 2012, The City of Yellowknife re-purchased the mostly vacant lands known as Niven Lake Phase Five, now home to Cavo Condominiums, the View, and the Lemay Drive townhomes, from an Alberta-based developer and divided it into five parcels for resale in hopes that the smaller parcels would be more likely to be developed. When Council met in camera in the spring of that year to discuss the pricing strategy for the new lots, it was agreed that a percentage of the sales revenue would be set aside for the creation of trails. Although the meeting was held in camera and minutes are not publicly available, upon the eventual sale of the lots, the funds were identified in the City's budgets from 2018 to 2022 as the "Niven Lake Ravine Multi-use Trails." The amount identified in the Land Fund for this project was \$1,900,000. The trails were never publicly defined or discussed beyond a preliminary concept in the Niven Lake Development Scheme Bylaw in 2004, long before the funding mechanism was put in place in 2012, but the Harbour Plan in 2011 and 2012 envisioned a walking trail connecting the Niven Neighbourhood to "mine-to-mine" trail. At no point were the residents of Niven Phase Five, from whom the \$1,900,000 project funds were collected, consulted on the design of the Niven Lake Ravine Multi-use trails. As recently as 2022, a note was included in the Land Fund budget indicating that the project was not yet proposed for completion, it was being "carried forward." Then in 2023, the trail project disappeared from the budget without explanation. Between October 2023 and February of 2024, I sought an update on the project from Council and was told that \$500,000 of the \$1,900,000 was going to be spent to bring the recently created fire break up to "trail standard" and that the remaining \$1,400,000 would be re-directed to projects elsewhere in the city. Just to re-iterate, the \$1,900,000 in project funds were not raised through taxes, they were and remain funds paid by the owners of the Niven Phase Five properties. These costs were ultimately passed down to today's residents of Phase Five. The use of these funds for anything other than the Niven Lake Ravine Multi-use Trail network, without the consent of those from whom the funds were collected is inappropriate. The Niven Lake neighbourhood is fortunate to have an existing trail network that was created prior to the collection of the \$1,900,000 starting in 2012. If a promise hadn't been made to Niven Phase Five residents, I would not be raising this issue at all. But the fact is, a promise was made, the funds were collected from residents and, as such, I would like to request that Council include a \$1,400,000 budget allocation for neighbourhood consultation and the completion of this project in 2026. Given that the funds for this project were collected long ago and are sitting in the Land Fund, I will be listing the cost of this budget submission as \$0. There are no new funds required for this project. My understanding is that the residents of the Grace Lake neighbourhood have registered a similar complaint regarding funds collected and promises made as part of their land purchases. I would hope that both of these issues can be resolved in the coming year.
Estimated Cost	\$0
Rational	Based on funds identified in the City's approved budgets from 2018-2022.

Tax Increases Supported (Yes/No)	Yes
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29. Dog Park	
Details	As requested, I would like to submit my suggestions and critique of the dog park situation both for the community plan and budgeting. To begin, we all know the current situation is not sustainable and an embarrassment to the city which is the dog capital of Canada. I will start by saying my dog is still in recovery from something she inhaled which contaminated her lungs and almost killed her. The vet concluded as well that whatever the fungus was could have come from the dog park. Because my dogs are huskies and run at every opportunity, other than their home the only place they go is the dog park. This is the story with many users. As you know, there was also a recent report saying the runoff at the park is actually toxic and therefore life threatening to animals there. This means, and is particularly relevant in the summer, that in addition to carrying toys we have to carry water dishes and water into the park. It was one thing to do this when we could drive down but now we have to carry our supplies while containing our dogs to the park. My point, of course, is that this city area behind the overpriced swimming pool which will be a constant drain on the city's budget is dangerous at the very least. I think many of us did not know how bad it was until we were evacuated and saw the services offered by other communities. To add insult to injury, while the city had the funds and where with all to bring in a forklift to move two concrete blocks in so they could string a chain link fence across with a handy dandy tow away sign AND move the trash can to the top of the hill to minimize their work load, they couldn't be bothered to fix a latch and dangerous wiring at the entrance which was a 10 buck fix. Thanks for rectifying this hazard. As for moving the trash can the only thing the city did was make more work for responsible dog owners. I understand that the city plans to do some nominal upgrades on the park. I do hope Yellowknife gives some heads up on this instead of letting owners get there and find another little surprise...i.e. it's closed. To begin the park must be expanded because it is causing dog fights as animals do not feel safe in this small enclosure and cannot escape other pets they see as a threat. Really you need another adjacent area where nervous or problematic dogs can be for the safety for everyone. One entrance is not enough. There are people who will block it making it difficult or impossible for people to remove their pets. I believe you need to bring in a consultant from the SPCA who could guide the city on how to provide a safe service. There is a failure to understand that walking down to the park exposed people to danger if there are aggressive dogs on that trail. It happens. Also, I have seen people pulled into the park on their tummies because the dogs are so excited. I have broken rib and shoulder bones. An upgrade isn't enough when safety is at stake. I do believe the city needs a second park or a greatly expanded one perhaps in an area cleared for the fires. I understand that this is an expense but I can guarantee that dogs have been returned to the SPCA because there is no suitable space where people can go. Dog ownership should not cause so much angst. Please, visit fort Simpson, high level, fox creek alta. Vernon b.c..as a few examples of the services they provide. Please stop being punitive to dog owners many of which are just trying to save rescues they

	found in the pound. Believe it or not but they are simply providing a service which the city makes even more difficult. Thanks for your interest in this matter.
Estimated Cost	\$0.00
Rational	No costs were provided.
Tax Increases Supported (Yes/No)	No

30. Enjoyable Off Leash Dog Park	
Details	The project would be to build a large fenced off leash dog park where people can safely walk their dogs and not have to worry about vehicles being broken into, kids or homeless people attacking you, or your dogs escaping the poorly maintained fence that is currently located behind the swimming pool. It's nice to have a place to take the dogs but the current location and condition of the off-leash dog park is not ideal and quite often makes the area unusable. Safety is also questionable when attending this park. The access to the park is also not inclusive because you are required to park so far away and walk to the park. This makes it difficult for pregnant woman, young families, and seniors to enjoy the park.
Estimated Cost	\$500,000
Rational	It's an estimate. If you are going to create an accessible, off leash dog park I will gladly help with the budgeting and project costing if necessary. I've considered the cost of developing the land, cost of fencing, labour, washrooms, multiple garbage cans and poop bag dispensers, not to mention many other potential features that could make this a wonderful project when completed. Responsible pet owners deserve a safe, accessible, and inclusive place where they can walk their pets. Please consider.
Tax Increases Supported (Yes/No)	Yes

1. Deputy City Manager	
Submitted By	Ryan Fequet
Details	Honorable Council Members, As our city continues to grow in complexity, ambition, and service demands, the need for robust and responsive executive leadership becomes increasingly vital. I respectfully propose the establishment of a Deputy City Manager role—an essential step in bolstering our governance structure and enhancing our capacity to deliver on Council’s strategic vision. Why Now? ?? Operational Demands Are Increasing: Our departments are managing more projects, regulatory requirements, and community engagement than ever before. A DCM would provide dedicated oversight to streamline operations, reduce bottlenecks, and support staff across divisions. ?? Improved Responsiveness & Agility: From infrastructure planning to emergency management, the DCM would allow for quicker decision-making and greater flexibility, ensuring that no priority goes unaddressed—especially when the City Manager is focused on external relations, long-term planning, and the additional strategic initiatives that come with being a Capital City. ?? Enhanced Council Collaboration: A DCM can serve as a strategic liaison between staff and Council, ensuring timely updates, assisting with policy implementation, and reinforcing alignment with Council objectives. ?? Accountability & Performance: By establishing clear lines of leadership and expanding executive oversight, we can more effectively evaluate program outcomes, manage budgets, and maintain transparency with the public. ?? Succession & Talent Development: The DCM role creates a vital pathway for leadership continuity and offers mentoring opportunities for emerging leaders in our municipal workforce. We have experienced two leadership transitions during our term where having this position in place would have resulted in less disruption from other Directors having to shift focus away from their departmental responsibilities to an Acting role. This continues to be true every time the City Manager takes Leave. Investing in Leadership is Investing in Results The addition of a Deputy City Manager is not just a structural enhancement, it’s a commitment to proactive leadership, better service delivery, and long-term resilience. I

	urge the Council to consider this position as a forward-looking investment in the success of our city and its people. Respectfully submitted, Councillor Fequet
Estimated Cost	\$200,000
Rational	Benchmarked against similar positions within other jurisdictions and best guess from the City's recent competitions and pay grid.
Tax Increases Supported (Yes/No)	Yes

2. City Funded Fire Hydrants	
Submitted By	Rob Warburton
Details	Recent development projects, including a non-profit daycare, have identified an issue with our current approach to fire hydrants throughout the city but specifically in the downtown core. Over the last few years our zoning and uses have shifted to a higher, mixed-use densities and the fire hydrant infrastructure has not been upgraded to match these increased density goals. Currently building permit requires each new development project to install a fire hydrant if they are more than 45 meters from an existing hydrant. However, this means we are adding hydrants on an ad hoc and frankly inefficient basis depending on where the next development occurs, not necessarily what maximizes the area that is covered by this new infrastructure. I see two financial options and one organizational option that I'd like to consider for budget 2026 to address hydrants starting with our downtown zone to maximize coverage and safety in the most cost-efficient way possible One is to approach it as a capital project funded through tax dollars like similar infrastructure projects throughout the city. While the most straightforward way to cost and budget this it does put a burden on the whole tax base to improve what are highly localized improvements. Option two is a Local Improvement Charge for the downtown zone to address this infrastructure gap. This puts the costs on all those that will benefit from this improvement but my concern here is the ability for a relatively small tax base to foot that significant infrastructure costs. The organizational option, that may have budget impacts, is to investigate a working group with the Office of the Fire Marshall to come up with possible measures and approaches that mitigate the public safety risk while utilizing our existing hydrant infrastructure in our downtown.
Estimated Cost	Not Provided
Estimated Cost (Administration)	\$750,000

3. Council Approved Fleet Management	
Submitted By	Rob Warburton
Details	Currently we use the asset management approach to fleet management which allows for long-term planning of the Mobile Fleet Reserve, which I wish to continue. However, our approach to Fleet Management on a year-to-year basis is to simply approve the Capital Project Budget for Fleet Management as one lump sum without any detail of what is being purchased or why. This is not to me adequate oversight of expenditures. I propose we set an upper limit <u>over</u> which council approves purchases within the Fleet Management. Happy to discuss what that amount should be, so we aren't debating a pickup truck purchase but do debate a purchase of million-dollar piece of heavy equipment to balance our asset management approach with proper fiscal oversight. For reference we approved \$2.314m without any debate last year and then spent over an hour debating \$10k for painted bike lanes.
Estimated Cost	Not Provided

4. Community Frant Funding Increase	
Submitted By	Tom McLennan
Details	Proposal Increase Community Grant funding by \$46 800 from 2026 onwards. This increase would be split in the current proportions between Multi Year, Sponsorship and Community (although I'm not set on this ratio). This would be a 10% increase overall. Funding Options 1. Straight tax increase of 0.12% 2. Tax increase of 0.09% and reallocation of Council meals funding (\$11 000) 3. Tax increase of 0.07% (\$25 750) and a reallocation of Senior/Disabled residents Tax Grant through reducing the grant from \$2000 to \$1900 (\$21 050 estimated) 4. Reallocation of Council meals funding (\$11 000) and a reduction of the Senior/Disabled residents Tax Grant by \$175 to a maximum of \$1825 (\$36 837 estimated) 5. A reduction of the Senior/Disabled residents Tax Grant by \$225 to a maximum of \$1775 (\$47 362 estimated) Rationale Community organizations do a lot of heavy lifting when it comes to making our city a healthy and enjoyable place to live. It is great that residents, through their tax dollars, help support these organizations. However, this support has not increased since 2016. In this time inflation has increased by 27%. This is forcing the Grant Review Committee to reject some applications, lower the funding allocated to some applicants and hold funding steady across the board despite very reasonable and sometimes necessary requests for increases. While I am comfortable funding this increase through property taxes I would like to bring up the Senior/Disabled residents Tax Grant as an alternative funding method. During the same period from 2016 to now, as our funding for community organizations has increased 0%, the amount allocated towards the Senior/Disabled residents Tax Grant has increased 240% from \$124k to an estimated \$421k. Pointing this out is not to say that this money is not needed or that it does not count to making our community a healthy and enjoyable place to live. Rather it is to say that the proportionally of how we allocate our grant money has been significantly screwed in the last decade. My first choice to address this would be to means test the Senior/Disabled residents Tax Grant. However, I have been told in the past that this is not possible under the current GNWT legislation. Therefore, the choice for

	Council is to continue to increase the grant funding allocated to one group of residents while, with inflation, essentially decrease funding to community organizations that, in totality, serve the community as a whole or whether to shift this balance a minor amount back towards what has been done in the past. In essence the question is: is a gradual but significant shift in funding towards a particular set of residents the best use of City funds? While I appreciate this is a thorny question I believe it is important to acknowledge the shift in funding Council has signed off on over the last decade. Based on demographic data this trend only looks to continue and therefore it is important for Council to address the issue.
Estimated Cost	\$46,800