



CITY OF YELLOWKNIFE

## MUNICIPAL SERVICES COMMITTEE REPORT

**Monday, July 23, 2018 at 12:05 p.m.**

Report of a meeting held on Monday, July 23, 2018 at 12:05 p.m. in the City Hall Council Chamber. The following Committee members were in attendance:

Chairman: Mayor M. Heyck,  
Councillor R. Alty,  
Councillor A. Bell,  
Councillor L. Bussey,  
Councillor N. Konge,  
Councillor S. Morgan,  
Councillor J. Morse, and  
Councillor R. Silverio.

The following members of Administration staff were in attendance:

S. Bassi-Kellett,  
E. Bussey,  
D. Cepoi,  
D. A. Gillard,  
C. Greencorn,  
S. Vandeputte,  
G. White,  
S. Woodward, and  
S. Jovic.

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<u>Item</u>	<u>Description</u>
1.	(For Information Only) There were no disclosures of pecuniary interest.
2.	(For Information Only) Committee heard a report from the RCMP regarding monthly statistics.
3.	(For Information Only) Committee heard a presentation from Ms. Nathalie Nadeau and Mr. Perry Heath, representatives from GNWT, regarding the Sobering Centre. They noted that the Sobering



Centre aims to ensure that those experiencing the effects of alcohol and/or drugs have access to a safe place to “sleep it off”. They further noted that it is operated using a harm-reduction approach, with clients accessing services on a voluntary basis. They advised that the Sobering Centre’s goal is to:

1. Provide a safe place for non-violent intoxicated individuals to sleep off the effects of drugs and/or alcohol;
2. Provide better care for persons with addictions through clinical assessment and intervention to improve health outcomes;
3. Assist clients with system navigation by linking to appropriate social service agencies: obtaining identification, access to housing, employment, social supports, opportunities for long-term treatment, etc.;
4. Decrease the number of inappropriate ambulance trips to the emergency department for homeless alcohol-dependent individuals; and
5. Create an alternative to arresting individuals for public inebriation.

They further advised that there has been a significant increase in demand since the first phase of operation and that to date there’s been 6,013 intakes. They stated that the maximum capacity in the building will be 60 people and that facility will be open 24 hours a day. They further stated that the safety and security plan include:

1. Increase staffing model to ensure safety;
2. Seamless flow of operation;
3. Appropriate safety measures in the design of the facility;
4. Neighborhood integration; and
5. Collaboration with key stakeholders.

(For Information Only)

4. Committee heard a presentation from Deborah Kulchiski and Margaret McCormick regarding Visitor Services – Next Steps. They noted that Visitor Services Strategy (Strategy) serves as a plan of action to support and implement a new and effective visitor services model that will provide guidance towards a long-term and adaptable solution with the ability to influence visitor behaviour and positively contribute to the vibrant tourism industry in Yellowknife and throughout the Northwest Territories. They further noted that an extensive review of the current situation, relevant best practices and market research was conducted to understand the opportunities for a sustainable visitor servicing model. Territorial and municipal government, Indigenous persons, community business ambitions and values and the potential for a future community destination management organization were also considered. They advised that the Strategy recognizes that the primary role of visitor services is the provision of tourism-related information. They further advised that the traditional visitor servicing model continues to be an important engagement channel with travellers to Yellowknife and the NWT, with a primary goal of delivering effective visitor servicing that will fulfill the visitor needs and serve the market. They noted that a guiding principal of the Strategy was to develop an efficient, flexible system that can be easily adjusted as markets and technology change the visitor services needs in the future and to leverage existing infrastructure/resources as opposed to invest in new infrastructure/resources. They further advised that the Yellowknife Visitor Services Strategy



provides a process, recommended governance model and implementation plan for the future delivery of visitor services while balancing the understanding of stakeholder contributions, available resources and the priorities of destination marketing and destination development.

Committee requested that this item be referred back to Administration to allow time for review of information presented and be brought forward at upcoming Municipal Services Committee meeting.

(For Information Only)

5. Committee recessed at 1:45 p.m. and reconvened at 1:55 p.m.

(For Information Only)

6. Committee heard a report from the Municipal Enforcement Division regarding monthly statistics.
7. **Committee read a memorandum regarding whether to advance Councillor-proposed Budget 2019 projects.**

Committee noted that at the July 9, 2018 Municipal Services Committee meeting Administration formally requested that members submit their Budget 2019 project requests to Administration as part of the preparation process that normally occurs at this time each year. The following projects were submitted:

1. Governance Audit
2. Economic Development Strategy
3. Trails Connectivity Strategy Implementation
4. Downtown Ambassador
5. Homelessness Employment Program
6. Underground Piped Water Service Extension

At the July 9, 2018 meeting Administration also recommended that, as suggested by a Council Member at the June 4, 2018 Municipal Services Committee meeting, Council review these submissions as a group and identify those that they are prepared to support.

Committee noted that Councillor-proposed projects are an intrinsic part of the City's budget. However, limited resources and competing priorities mean that not every initiative can be pursued. Early identification of projects which are not likely to receive general Council support will allow all stakeholders to focus on initiatives that are more likely to proceed within the current budget timeframe, and will alleviate some of the burden for staff tasked with analyzing and costing projects.

Committee requested that the items be brought forward as a list beside the budget, noting that Councillors will need to move to have the budget amended by adding the items.



Committee recommends that Administration provide cost estimates for the following Councillor-proposed Budget 2019 projects: Governance Audit, Economic Development Strategy, Trail Connectivity Strategy Implementation, Downtown Ambassador, Homelessness Employment Program and Underground Piped Water Service Extension Strategy, recognizing that the Trail Connectivity Strategy Implementation will be informed by results of the Trail Connectivity Strategy.

#### MOVE APPROVAL

8. Councillor Bussey moved,  
Councillor Morse seconded,

That, pursuant to s.116(11) of Council Procedures By-law No. 4250, the meeting be extended beyond three (3) hours.

MOTION CARRIED UNANIMOUSLY

9. **Committee read a memorandum regarding whether to identify the funding source for the Official Inquiry.**

Committee noted that on January 12, 2018 Council passed a motion to proceed with an official inquiry to investigate allegations of workplace misconduct. External Legal Counsel was hired to conduct the official inquiry and have provided a draft budget estimated to be in the range of \$30,000 to \$40,000. As the costs of the Official Inquiry were not budgeted for in the 2018 Budget, a funding source needs to be identified.

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

Council Goal#5 Stronger Internal Working Relationships and Accountability

Council Motion #0025-18 That Council and SAO pursue an official inquiry conducted by an independent third party, reporting to Council and SAO, into the allegations of workplace misconduct within the municipal enforcement division that have been brought to Council's attention as well as how those allegations were investigated, and other details surrounding those events.

And Further, that Council direct the SAO to implement a plan of action that reaffirms and upholds a positive corporate culture within the City, incorporating as appropriate any applicable findings from the inquiry.

Council Motion #0032-18 That Council hire Brownlee LLP to develop the Terms of Reference which will come back for Council's review and that the official inquiry be conducted through external legal counsel which will hire the independent third party investigator.



Committee noted that applicable legislation, by-laws, studies or plans include:  
Senior Administrative Officer By-law No. 3580

Committee noted that Administration reviewed the 2018 budget and second quarter variance report and determined that the costs of the Official Inquiry should be charged to the Mayor and Council Legal Fees account.

There is no 2018 Budget allocation for the Mayor and Council Legal Fees account and therefore it will show an over-expenditure for 2018, which is an accurate reflection of the situation.

The over-expenditure resulting from the Official Inquiry can be offset by anticipated savings in 2018 salaries which have resulted largely from staff vacancies.

Committee noted that as the costs of the Official Inquiry were not included in the 2018 Budget approved by Council in December 2017, a funding source must be identified.

Direction for the Official Inquiry originated with Council, and the associated fees are legal fees. Therefore, in the interests of best financial practices and transparent reporting, the associated costs should be reflected as Mayor and Council Legal Fees.

**Committee recommends that Council direct Administration to assign the costs of the Official Inquiry to the 2018 account for Mayor and Council Legal Fees and fund the over-expenditure from the anticipated 2018 salary surplus.**

#### MOVE APPROVAL

(For Information Only)

10. Committee accepted for information a memorandum regarding the 2018 Second Quarter Forecast and Variance Report.

Committee noted that The 2018 Second Quarter Forecast and Variance Report identifies revenues and expenditures that are expected to be above or below the 2018 budgeted amounts, based on information available as at June 30, 2018.

Total revenues are expected to be \$5,275,000 higher than budget. An increase in land sales, and recognition of government grants and developer contributions deferred in 2017 are the primary reasons for the increase in revenue. Total expenditures are expected to be \$480,000 lower than budget. Savings in staff salaries, power and fuel costs and deferral of capital projects to 2019<sup>1</sup> are the primary reasons for reduced expenditures.

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<sup>1</sup> McMeekan Causeway Abutement Stabilization construction work and replacement of the Sterling Haul truck have been deferred to 2019.



The Report is projecting a \$280,000 annual surplus in the General Fund, compared to the \$14,000 surplus estimated in the 2018 budget, due to larger-than-anticipated savings in salaries and fuel. The Land Fund is forecasted to have a \$2,102,000 annual surplus, compared to a deficit of \$1,227,000, due to land sales in the Engle Business District Phase 2 exceeding budget expectations.

The Water & Sewer Fund is forecast to have an annual surplus of \$338,000, which is \$81,000 lower than the \$419,000 that was budgeted. The decrease in the annual surplus can be mainly attributed to the force main break in Kam Lake. The Report is also projecting the Reserve Fund balance to be \$517,000 lower than budgeted due to the decision to remove the transfer of 30% of land sales to the Revitalization Initiative Reserve.

The Capital Fund closing balance is anticipated to be \$9,734,000 higher than the budget shown in the Report. This is because the expenditures in the second quarter forecast include carryforwards of \$7,727,689 from previous fiscal years. When compared to the projected closing balance of \$5,056,000 in the Budget 2018 document, the closing balance is \$2,380,000 higher than budgeted. When projected 2018 carryforwards are considered, this number decreases to \$1,905,000.

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

Council Goal #5 Stronger Internal Working Relationships and Accountability.

(For Information Only)

11. Committee accepted for information the Minutes of the Heritage Committee meeting of June 20, 2018.

(For Information Only)

12. A discussion took place regarding a Retail Revitalization Study. Committee noted \$75,000 was allocated for a Retail Revitalization Study. Committee further noted that the Theia Report has provided high level recommendations on options to take for downtown revitalization. Committee requested that Administration review the Theia Report and provide advice regarding whether to proceed with the RFP for retail revitalization.

(For Information Only)

13. Councillor Konge moved,  
Councillor Bussey seconded,

That Committee move in camera at 3:18 p.m. to discuss a memorandum regarding whether to appoint members to serve on the University/Post-Secondary Advisory Committee and amend the Terms of Reference, a land matter and a matter under negotiation.

MOTION CARRIED UNANIMOUSLY



- (For Information Only)
14. Committee read a memorandum regarding whether to appoint members to serve on the University/Post-Secondary Advisory Committee and amend the Terms of Reference.

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

- (For Information Only)
16. Committee discussed a matter under negotiation.

- (For Information Only)
17. Councillor Bussey moved,  
Councillor Morse seconded,

That Committee return to an open meeting at 4:08 p.m.

MOTION CARRIED UNANIMOUSLY

Business arising from the in camera session.

- (For Information Only)
18. Committee read a memorandum regarding whether to appoint members to serve on the University/Post-Secondary Advisory Committee and amend the Terms of Reference.

Committee noted that on December 11, 2017, Council approved the City of Yellowknife's 2018 Budget, which includes \$50,000 to undertake a University/Post-Secondary Institution Feasibility and Benefits Study. An external consultant will be hired to complete this work and Council is seeking the expert advice and input from potential partners who share an interest in seeing a university/post-secondary institution presence in Yellowknife.

On May 28, 2018 City Council adopted a Terms of Reference for an Advisory Committee for the University / Post-Secondary Institution Feasibility and Benefits Study and directed Administration to establish the Committee in accordance with the Terms of Reference.

The purpose of the Committee is to assist the City in an advisory capacity by considering and making recommendations to Council through the appropriate Standing Committee of Council on the feasibility and opportunities for advancing the establishment of a university/post-secondary institution in Yellowknife, and the associated benefits.

The Aurora College Foundational Review was initiated by the Minister of Education, Culture and Employment in March 2017. As a component of this process, an independent contractor was awarded the contract to lead the Review. The Aurora College Foundational Review Report (Report) was drafted by the independent contractor, MNP LLP, and submitted to the GNWT in May 2018. Therefore, it should be clarified that the Review Report comprises recommendations of an independent contractor. The Department of



Education, Culture and Employment is now assessing the recommendations contained in the Review Report before determining a response and outlining the path forward for Aurora College.

The City of Yellowknife (City) has advertised vacancies for two (2) representatives from the Yellowknife business community; one (1) recent graduate from a university/post-secondary institution; up to (4) representatives from academic research organizations and up to (4) representatives from Indigenous Governments and/or research institutions attached to Indigenous Governments to sit on the University Committee in the Capital Update and the City's website and has received several applications.

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

Council Goal #3                    Enhancing Communications and Community Engagement.

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

1. Council Procedures By-law No. 4250; and
2. Cities, Towns and Villages Act.

Committee noted:

Legislation

Section 120 of Council Procedures By-law No. 4250 states:

Special Committees of Council

120. Where Council deems it necessary to establish a special committee to investigate and consider any matter, Council shall:
  - (1) name the committee;
  - (2) establish terms of reference;
  - (3) appoint members to it;
  - (4) establish the term of appointment of members;
  - (5) establish requirements for reporting to Council or a standing committee; and
  - (6) allocate any necessary budget or other resources to it.

Procedural Considerations

All appointments to Special Committees and Subcommittees must be approved by Council.

It is the practice of the City of Yellowknife to advertise all vacancies that arise on City Boards and Committees.

Permanent full time employees of the City are not eligible for appointment.

Committee noted that The University/Post-Secondary Advisory Committee will be responsible for providing advice and guidance to the City on the scope and content of the Study, bring forward information and ideas that can contribute to the work underway, and collaborate on assessing options, recommendations and next steps so that there can be a



coordinated and collaborative approach to advance the presence of a university/post secondary institution in Yellowknife.

Appointment of members to the Committee will ensure that these tasks are undertaken in a timely manner.

Committee recommended that Council:

1. Appoint the following members to serve on the University / Post Secondary Advisory Committee.

Organization	Name
The Mayor of the City of Yellowknife - ex-officio	Mayor Mark Heyck
Member of City Council	Julian Morse
GNWT, a representative from the Department of Education, Culture and Employment;	Andy Bevan
GNWT, a representative with expertise in knowledge, research and leadership	Tracy St. Denis
Business Community	1. Nick Lawson 2. Tom Andrews
Recent Graduate from a university/post-secondary institution	Jennifer Pit
Academic independent research organizations	1. Susan Chatwood 2. Josee Clermont 3. Stephanie Irlbacher-Fox 4. Steve Kokelj
Indigenous Government	1. Giselle Marion 2. Treeva Richardson 3. 4.
Any additional representation as deemed appropriate	1. Jacob Adam 2. Stephen Elis 3. Roger Epp 4. Lisa Giovanetto
City Administration	



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2. Amend the Terms of Reference for the University / Post Secondary Advisory Committee to reflect that the Review Report comprises recommendations of an independent contractor.

Committee noted that this item will be discussed at that evening's Council meeting.

19. The meeting adjourned at 4:08 p.m.