



CITY OF YELLOWKNIFE

Council Agenda

Monday, August 13, 2018 at 12:00 p.m.

Welcome to the

SPECIAL MEETING OF COUNCIL

Council Chamber, City Hall
4807 - 52nd Street
Yellowknife

All presentations pertaining to items on the Agenda for the meeting shall be heard under the "Delegations Pertaining to Items on the Agenda," portion of the Order of Business. All presentations pertaining to items not on the Agenda shall be heard under the "Delegations Pertaining to Items Not on the Agenda" portion of the Order of Business.

The following procedures apply to all delegations before Council:

- a. all delegations shall address their remarks directly to the Presiding Officer and shall not pose questions to individual Members or Administration;
- b. each presenter shall be afforded five minutes to make their presentation;
- c. the time allowed to each presenter may be extended beyond five minutes by a resolution of Council;
- d. after a person has spoken, any Member may, through the Presiding Officer, ask that person or the City Administrator relevant questions; and
- e. no debate shall be permitted on any delegation to Council either between Members or with an individual making a presentation.

Please refer to By-law No. 4250, the Council Procedures By-law, for the rules respecting the procedures of Council.

COUNCIL:

Mayor Mark Heyck

Councillor Rebecca Alty
Councillor Adrian Bell
Councillor Linda Bussey
Councillor Niels Konge

Councillor Shauna Morgan
Councillor Julian Morse
Councillor Steve Payne
Councillor Rommel Silverio

All annexes to this agenda may be viewed on the City's website www.yellowknife.ca or by contacting the City Clerk's Office at 920-5602.



Item No.

Description

OPENING PRAYER/MEDITATION

1. Councillor Alty will read the Opening Prayer/Meditation.

We are grateful for our city, for our homes, for our neighbours, and for our freedom. We are grateful for the opportunity we have to meet here and to serve our fellow citizens.

May we bring both the strength of our convictions, and the willingness to listen and learn, to our discussions. May we consider the needs and aspirations of all our fellow citizens in our decisions. And may we always represent our constituents with dignity, integrity, and honesty.

DISCLOSURE OF PECUNIARY INTEREST AND THE GENERAL NATURE THEREOF

2. Does any Member have a pecuniary interest in any matter before Council tonight?

INTRODUCTION AND CONSIDERATION OF COMMITTEE REPORTS

3. Councillor Alty will introduce the following reports:
4. Special Municipal Services Committee Report for August 9, 2018.
5. Councillor Alty moves,
Councillor _____ seconds,

That Council:

- 1. Adopt for information the Visitor Services Strategy;**
- 2. Endorse the City Central Visitor Centre model for providing visitor services;**
- 3. Establish the governance model for the City Central Visitor Centre and direct Administration to return with a terms of reference for a Tourism Advisory Committee (TAC) to advise Council and stakeholders in implementing the Visitor Services Strategy;**
- 4. Direct Administration to enter into a three year contract for Visitor Services with an opportunity to extend pending establishment of the Destination Marketing Organization; and**



Item No.

Description

5. **Extend the delivery of visitor services from City Hall until November 30, 2018 to assist in the transition of visitor services.**

Unanimous	In Favour	Opposed	Carried / Defeated
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6. Councillor Alty moves,
Councillor _____ seconds,

That Council appoint Catherine Lafferty to the University / Post-Secondary Advisory Committee.

Unanimous	In Favour	Opposed	Carried / Defeated
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ADJOURNMENT



CITY OF YELLOWKNIFE

SPECIAL MUNICIPAL SERVICES COMMITTEE REPORT

Thursday, August 9, 2018 at 12:05 p.m.

Report of a meeting held on Thursday, August 9, 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 N. Konge, and
Councillor J. Morse.

The following members of Administration staff were in attendance:

S. Bassi-Kellett,
E. Bussey,
J. Fredericks,
C. Greencorn,
D. Hurley,
J. Mutford,
N. Naidoo,
K. Penney,
S. Woodward, and
D. M. Gillard.

<u>Item</u>	<u>Description</u>
1.	(For Information Only) There were no disclosures of pecuniary interest.
2.	(For information Only) Mayor Heyck advised that he has an engagement at 1:00 p.m. and noted that quorum will be lost at that time.
3.	(For Information Only) Committee heard a presentation from Administration regarding an introduction to the 2019 Budget. Committee suspended discussion regarding the Budget in order to consider the



other matters on the agenda.

4. **Committee read a memorandum regarding whether to adopt a Visitor Services Strategy governance model.** Committee noted that for over 25 years, the Northern Frontier Visitors Association (NFVA), a non-profit organization, was the entity responsible for providing visitor services within the city. The NFVA operated for approximately 25 years and received annual financial assistance from the GNWT and the City of Yellowknife for the provision of visitors services out of the stand-alone Northern Frontier Visitor Centre located near the downtown core of the city. Prior to dismantling in 2017, the NFVA was receiving just under \$100,000/year from the City and \$161,000/year from the Government of the Northwest Territories' Department of Industry Tourism and Investment (GNWT-ITI).

In September 2017, Council approved the direct delivery of visitor services by the City, on an interim basis, until March 31, 2018 and directed that, in that timeframe, a longer term plan be developed for the provision of visitor services. Given the complexities in developing the longer term plan, Council approved a six month extension in March 2018 in order to obtain expert advice on a visitor services strategy to inform the delivery of these services going forward. Now that this strategy has been provided, the City can begin to implement the recommended option and prepare for the anticipated establishment of the Destination Marketing Organization (DMO) which will interconnect with visitor services.

In 2017, the City requested legislative changes to the Cities, Towns and Villages Act (CTV Act) that would authorize the City to institute an accommodation levy. The funds collected through such a levy would be used to create and operate a DMO whose focus will be to implement a marketing plan for the purposes of increasing the number of visitors and associated spending to the city. The recommendations include transferring tourism related functions and visitor information services to the DMO. A governance model for the DMO has not yet been determined. Given that the purpose of visitor services (guides, maps, signage, translation services, etc.) is to support and enhance the visitor experience once a visitor has arrived in the city, both of these services together are vital to attracting and maintaining tourism growth in the City of Yellowknife.

According to the GNWT-ITI, there were over 70,000 visitors to Yellowknife in 2016 with a spend of approximately \$90.5 million. This equated to a direct contribution of \$250,000 a day spent by visitors. This reflects an upward trend from the 54,000 visitors in 2012 who spent a total of \$67.7 million. By 2020, it is estimated there will be 85,000 visitors to Yellowknife, contributing \$300,000 per day, or \$109 million that year to the local economy.

Changes to the CTV Act to enable communities to establish an accommodation levy has received two readings at the Legislative Assembly but requires a third reading before being implemented. The Legislative Assembly meets again in October 2018.

On July 23, 2018, Council directed Administration to advance the development of a regulatory framework for short term rental accommodations in order to ensure an accommodation levy is equally applied to accommodation based businesses.



Consultants hired by the City, with financial support from GNWT-ITI, presented the City of Yellowknife Visitor Services Strategy to the Municipal Services Committee on July 23, 2018. The Strategy includes five options. The recommended option takes into consideration the deadline for visitor services to be moved from City Hall.

Committee noted that this matter relates to the following Council Policy / Resolution or Goals:

Goal #2	Downtown Revitalization
Goal #3	Strengthen and Diversify the Economy
Council Motion #0235-16	"... (ii) The implementation of a levy on lodging...."

And that applicable legislation, by-laws, studies and plans include:

Cities, Towns and Villages Act
2015 – 2019 Yellowknife Tourism Strategy
2014 – 2019 Economic Development Strategy

The activities of the City of Yellowknife are guided by the CTV Act. Changes to the CTV Act are expected to receive third reading in the fall of 2018, and it is anticipated that these changes will enable the City to collect an accommodation levy to support economic development.

Staffing the Visitor Services Centre past September 30, 2018 will include some operational implications relating to use of the space and the employment terms for staff currently providing this service.

Space at City Hall for meetings and office space is very limited which is compounded by the Visitor Services Centre being located in the downstairs boardroom.

At this time, there are a lot of moving parts that will impact the nature of tourism and visitors services in Yellowknife. These include the anticipated approval of legislation to allow for an accommodation levy, the regulation of short term rentals and the establishment of a DMO.

From the Visitors Services Strategy, Option 2, the City Central Visitors Centre, is the optimal choice given that it enables the City to best meet the short term goal of establishing a Visitor Centre presence quickly, it has the most flexibility to respond to anticipated changes, including the establishment of a DMO, it can be the most cost effective and streamlined financially, and it places emphasis on the promotion of Yellowknife and surrounding areas.

The recommended governance model for the City Central Visitor Centre (creation of a Tourism Advisory Committee) provides the necessary flexibility to adjust the governing model of visitor services, the delivery of visitor services and the location which visitor



services is provided while the accommodation levy and DMO are concurrently established.

Proposed Next Steps are:

ACTION	TIMING
Determine governance model (with consideration of future DMO) and develop Terms of Reference for Tourism Advisory Committee (TAC)	August 9
Issue RFP for delivery of Visitor Services	August 15 – September 14
Call for applications for TAC	August 15 - 31
Appoint/confirm TAC members	September 10 (MSC)
City and TAC review and award Visitor Services RFP	Week of Sept 21
Develop transition plan allowing for flexibility	October 1-26
Transition	November –9 - 16

Committee noted that since October 3, 2017, Visitor Services have been provided out of City Hall. The City has committed to continuing this service until September 30, 2018 and a model for the future of Visitor Services is identified.

The Visitor Services 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 behavior, positively enhance the vibrant tourism industry in Yellowknife and complement tourism strategies throughout the Northwest Territories.

Through stakeholder engagement and market research, the Strategy clearly indicates that while travelling to and from Yellowknife, visitors seek face to face interaction and the advice, information and guidance in their purchase decisions that human interaction through a Yellowknife Visitor Centre provides.

The Strategy identifies that Yellowknife is well positioned to further develop as a regional and territorial tourism hub and that the location of visitor services is an important issue; a prominent location can better serve the market. The Strategy recognizes that there are opportunities to re-develop or co-locate with other community facilities and/or services.

The Yellowknife Visitor Services Strategy provides a process, recommended option/governance model and implementation plan for the delivery of visitor services which balances the understanding of stakeholder contributions, available resources and the evolving nature of destination marketing, tourism and visitors services.

(For Information Only)

5. Mayor Heyck noted that he must leave the meeting and therefore recommended that the motion be brought forward to the Special Council meeting proposed for August 13, 2018 and that any proposed amendments could be presented at that time. Committee was in



agreement.

Committee recommends that Council:

- 1. Adopt for information the Visitor Services Strategy (as attached);**
- 2. Endorse the City Central Visitor Centre model for providing visitor services;**
- 3. Establish the governance model for the City Central Visitor Centre and direct Administration to return with a terms of reference for a Tourism Advisory Committee (TAC) to advise Council and stakeholders in implementing the Visitor Services Strategy; and**
- 4. Direct Administration to enter into a three year contract for Visitor Services with an opportunity to extend pending establishment of the Destination Marketing Organization;**
- 5. Extend the delivery of visitor services from City Hall until November 30, 2018 to assist in the transition of visitor services.**

MOVE APPROVAL

(For Information Only)

6. Mayor Heyck left the meeting at 12:52 p.m. and Deputy Mayor Bell assumed the Chair.

(For Information Only)

7. Deputy Mayor Bell stated that, pursuant to s.105 of Council Procedures By-law No. 4250, he wished to leave the Chair and provide comments on the Visitor Services Strategy and called upon Councillor Alty to assume the Chair at 12:59 p.m.

(For Information Only)

8. Deputy Mayor Bell provided his comments on Visitor Services.

(For Information Only)

9. Deputy Mayor Bell resumed the Chair at 1:02 p.m.

(For Information Only)

10. Committee continued its discussion regarding the 2019 Budget.

(For Information Only)

11. Committee recessed at 1:48 p.m.

(For Information Only)

12. Mayor Heyck returned to the meeting at 1:58 p.m.

(For Information Only)

13. Committee reconvened at 1:59 p.m. with Mayor Heyck in the Chair.



- (For Information Only)
14. Councillor Morse moved,
Councillor Bell seconded,

That Committee move in camera at 1:59 p.m. to discuss appointments to the University / Post-Secondary Advisory Committee.

MOTION CARRIED UNANIMOUSLY

- (For Information Only)
15. Committee discussed appointments to the University / Post-Secondary Advisory Committee.

- (For Information Only)
16. Councillor Bell moved,
Councillor Morse seconded,

That Committee return to an open meeting at 2:01 p.m.

MOTION CARRIED UNANIMOUSLY

BUSINESS ARISING FROM THE IN CAMERA SESSION

17. Committee read a memorandum regarding whether to appoint members to serve on the University / Post-Secondary Advisory Committee. 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 City of Yellowknife (City) has advertised the vacancies and invited representatives from Indigenous Governments to sit on the University Committee.

This matter relates to Council Goal #3: Enhancing Communications and Community Engagement.



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

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

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.

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.

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 recommends that Council appoint Catherine Lafferty to the University / Post-Secondary Advisory Committee.

MOVE APPROVAL

18. The meeting adjourned at 2:01 p.m.