



CITY OF YELLOWKNIFE

GOVERNANCE AND PRIORITIES COMMITTEE AGENDA

Monday, November 23, 2020 at 12:05 p.m.

Chair: Mayor R. Alty,
Councillor N. Konge,
Councillor S. Morgan,
Councillor J. Morse,
Councillor C. Mufandaedza,
Councillor S. Payne,
Councillor R. Silverio,
Councillor S. Smith, and
Councillor R. Williams.

On the advice of the Chief Public Health Officer concerning gatherings, the City of Yellowknife's meetings will be accessible to the public via [webcast](#). Any person wishing to speak to an item on the agenda is asked to email cityclerk@yellowknife.ca.

<u>Item</u>	<u>Description</u>
1.	Approval of the agenda.
2.	Disclosure of pecuniary interest and the general nature thereof.
ANNEX A	
3.	A memorandum regarding whether to adopt a formal Flags and Proclamations Policy.
ANNEX B	
4.	A memorandum regarding whether to consider an application for the National Housing Strategy Rapid Housing Initiative funding for a permanent supportive housing unit in Yellowknife.
ANNEX C	(For Information Only)
5.	A memorandum regarding the status report on implementations of recommendations from the 2016 City of Yellowknife Fire Division (YKFD) Master Plan.
<u>IN CAMERA</u>	
ANNEX D	
6.	A legal matter.



<u>Item No.</u>	<u>Description</u>
7.	A personnel matter.
8.	Business arising from In Camera session.



CITY OF YELLOWKNIFE

MEMORANDUM TO COMMITTEE

COMMITTEE: Governance and Priorities

DATE: November 23, 2020

DEPARTMENT: Administration

ISSUE: Whether to adopt a formal Flags and Proclamations Policy.

RECOMMENDATION:

That the Flags and Proclamations Policy be presented for adoption.

BACKGROUND:

On January 13, 2020 the Governance and Priorities Committee discussed whether to implement protocols for Proclamations and Flags and recommended that Council direct Administration to bring forward a policy for consideration. City Council passed a motion on January 27, 2020 to this effect.

COUNCIL POLICY / RESOLUTION OR GOAL:

GOAL #3: Ensuring a high quality of life for all, including future generations

Motion #0018-20 That Administration bring forward a memorandum to committee to develop a formal protocol/policy/procedure with respect to proclamations and flags.

APPLICABLE LEGISLATION, BY-LAWS, STUDIES, PLANS:

Council Procedures By-law No. 4975.

CONSIDERATIONS:

Legislative

Section 56(4) of Council Procedures By-law No. 4975 states that the Presiding Officer shall provide a brief statement of all Proclamations issued from the Mayor’s Office, together with a brief explanation of each Proclamation, under the “Member Statements” portion of the Agenda.

Comparative Information

Administration has conducted research of flag and proclamation protocols of municipalities from across Canada and can confirm that there is no standard process when dealing with such requests, although some have discontinued proclamations altogether. The draft policy presented herein is a reflection of what those communities have in their policies.

Existing Programs / Services

The City of Yellowknife has a guest flagpole that stands separately on the grounds of City Hall. It is the City's current practice to receive requests for proclamations and flag raising by different community organizations to honour occasions of importance and significance to residents and to increase public awareness of issues or dates of significance within the community. Requests for proclamations and flag raisings must come from a local organization and must be respectful.

The City coordinates with the GNWT and the Federal Department of Canadian Heritage with respect to half-masting of flags. The Mayor also has the ability to direct the half-masting of flags on municipal flagpoles.

Financial Considerations

Utilization of staff resources is required to verify and process requests, and to facilitate flag raising and half-masting.

ALTERNATIVES TO RECOMMENDATION:

That the Flags and Proclamations Policy be amended and presented for adoption.

RATIONALE:

The City receives many requests for proclamations and flag raising on the guest flagpole. Establishing a formal policy will provide guidance and consistency when determining whether to approve such requests.

ATTACHMENTS:

Flags and Proclamations Policy (DM #597726).

Prepared: November 16, 2020 DMG

Revised:



CITY OF YELLOWKNIFE

Policy Title: **FLAGS AND PROCLAMATIONS POLICY**
Approved By: **Council Motion #00XX-XX**
Effective Date: **Month XX, 2020**

1 PURPOSE

The purpose of this policy is to:

- establish a framework and to provide consistent standards to govern requests for flag raisings and proclamations;
- affirm City Council's discretionary authority to recognize events, organizations or community groups of significance in the City of Yellowknife; and
- outline flag etiquette with respect to the City's flagpoles.

2 DEFINITIONS

In this Policy:

"flag(s)"	means the National Flag of Canada, Northwest Territories flag, City of Yellowknife flag and Yellowknives Dene First Nation flag;
"flag raising"	means the ceremonial raising of a flag of another country or organization on the City's designated guest flagpole for the purpose of raising public awareness;
"half-mast"	means the position of the flag when flying at half-mast; the specific position will depend on its size, the length of the mast and its location; but generally, the centre of the flag should be half-way down the flagpole;
"guest flag"	means a flag that is the subject of an approved flag raising request;
"guest flagpole"	means the flagpole located on the City Hall grounds that stands separate and apart from the flagpoles with the National Flag of Canada, Northwest Territories flag, City of Yellowknife flag and Yellowknives Dene First Nation flag;
"municipal flagpole"	means all flagpoles on municipal property under the care or control of municipal staff; and
"proclamation"	means a formal pronouncement designating a period of time in recognition of a significant individual, event, organization or matter of interest or benefit to Yellowknife.



3 POLICY

3.1 Displaying of Flags

- a) Permanently displayed flags on the City's flagpoles shall only be removed when a replacement is required.
- b) One guest flag may be displayed at City Hall at any given time.

3.2 Half-masting

- a) Flags on municipal flagpoles will be lowered to half-mast in the event of a death or to commemorate a solemn occasion. When half-mast, all flags on municipal flagpoles will be lowered to half-mast. At no time will only one flag on a series of flag poles be lowered to half-mast.
- b) It is the policy of the City of Yellowknife to coordinate the lowering of flags with the GNWT and the Federal Department of Canadian Heritage, under the following circumstances:
 - i) the death of the Sovereign or member of the Royal Family;
 - ii) the death of the Prime Minister or a former Prime Minister;
 - iii) the death of a federal cabinet member;
 - iv) the death of elected officials of the Government of the Northwest Territories;
 - v) the death of elected officials of the City of Yellowknife; or
 - vi) as directed by the Mayor's Office.
- c) The Mayor, Acting Mayor or Senior Administrative Officer may approve the lowering of flags to half mast in response to a tragic or catastrophic event in the world consistent with the Department of Canadian Heritage.
- d) Administration will send a notice to Departmental representatives instructing them to half-mast flags. The notice will stipulate the reasons and duration of the half-masting.

3.3 General Principles – Flag Raising and Proclamation Requests

- a) Flag raising and proclamation requests will be reviewed and approved by the Mayor of Yellowknife in accordance with this policy.
- b) Flag raising and proclamation requests will be considered on a first-come, first served basis. An individual or organization does not have exclusive rights to the day, week or month of their request.
- c) Flag raising and proclamation requests must be made on an annual basis.
- d) The City will not incur any expenses related to the advertising or promotion of flag raisings or proclamations, unless the flag raising or proclamation is initiated by the City.
- e) Requests for a flag raising or proclamation will not be accepted from third parties on behalf of other organizations.
- f) Organizations requesting a flag raising are required to provide the Executive Offices at City Hall with the flag. Flags shall be the standard size of three feet (36 inches / 91 cm) by six feet (72 inches / 183 cm).

3.4 Criteria – Flag Raising and Proclamation Requests

Flag raising and proclamation requests are approved in accordance with the criteria outlined in this Policy.



- a) Flag raising and proclamation requests may be approved for charitable and non-profit organizations to increase public awareness of their causes, promote fundraising activities, support major sporting, cultural and entertainment programs of the City or other civic initiatives.
- b) Flag raising or proclamation requests will not be approved if:
 - i) the organization or request involves commercial enterprise;
 - ii) the organization is a political party or the request is in support of a political party;
 - iii) the organization's undertaking or philosophy, or the request:
 - A) is contrary to City policies or by-laws;
 - B) is contrary to the *Canadian Charter of Rights and Freedoms*;
 - C) espouses hatred, violence, racism or is otherwise discriminatory;
 - D) is politically or religiously motivated;
 - E) is controversial, contentious or divisive within the community; or
 - F) is untruthful, inflammatory or obscene.
- c) Flag raising requests for the flags of other countries and corresponding proclamations will not be approved if Canada does not have diplomatic relations with the requesting country as recognized by the Government of Canada.

3.5 Procedure – Flag Raising and Proclamation Requests

Flag-raising ceremonies enhance public awareness of activities such as national days, multicultural events and fundraising drives. They encourage support from members of the public, and benefit and enrich the community.

- a) Where possible, all flag raising or proclamation requests shall be submitted to the Mayor's Office at least two weeks in advance of the proposed date or event.
- b) Requests must include:
 - i) reference to the official website link of the organization;
 - ii) the proposed date, time and duration of the flag raising or proclamation;
 - iii) the purpose of the flag raising or proclamation, including why the event/issue is of importance to the City of Yellowknife;
 - iv) the name, telephone number and email address of the contact person for further information; and
 - v) in the case of a flag raising, a photograph and the name of the flag.
- c) Administration will notify all applicants of the outcome of their request and whether the request has been approved or denied in accordance with this policy.



- d) Proclamations issued from the Mayor's Office will be included on a Council Agenda and the Presiding Officer will provide a brief explanation of the proclamation under the "Member Statements" portion of the agenda.
- e) Administration will maintain a record of all flag raising and proclamation requests received, including when the request was received, if the request was approved or denied, the proclamation period or the day of the flag raising and the date approval was granted.
- f) Administration will publish a record of approved flag raising and proclamation requests on the City's website.

4 **APPLICATION**

This Policy applies to all:

- a) proclamation requests;
- b) half-masting requests; and
- c) flag raising requests.



CITY OF YELLOWKNIFE

MEMORANDUM TO COMMITTEE

COMMITTEE: Governance and Priorities

DATE: November 23, 2020

DEPARTMENT: Community Services

ISSUE: Whether to consider an application for the National Housing Strategy Rapid Housing Initiative funding for a permanent supportive housing unit in Yellowknife.

RECOMMENDATION:

That Council directs Administration to develop an application in the amount of \$25 million under the National Housing Strategy Rapid Housing Initiative, for the purpose of developing a permanent supportive housing unit.

BACKGROUND:

The Government of Canada, through the Canada Mortgage and Housing Corporation (CMHC), has launched the Rapid Housing Initiative (RHI); a \$1 billion program to help address urgent housing needs of vulnerable Canadians, especially in the context of COVID-19, through the rapid construction of affordable housing.

The initiative provides capital contributions to expedite the delivery of affordable housing. The RHI will:

- Support the creation of up to 3,000 new permanent affordable housing units;
- Cover the construction of modular housing, as well as the acquisition of land, and the conversion/rehabilitation of existing buildings to affordable housing; and
- Aim to commit all funds before March 31, 2021, and ensure housing is available within 12 months of agreements.

There are two streams of funding through the RHI:

- The Major Cities Stream: Immediate Support for Identified Municipalities (\$500 million); and
- The Project Stream: Applications Based Process (\$500 million).

In addition to meeting mandatory minimum requirements, the RHI will further prioritize projects based on the following criteria:

1. Need: areas considered of high interest include: Indigenous Land, Northern Housing and projects located in remote communities;
2. Duration of confirmed Subsidy;

3. Cost sharing/support from another level of government;
4. Expediency: projects completed within 12 months – special considerations given to northern communities;
5. Land Status;
6. Accessibility; and
7. People or populations who are vulnerable: projects specifically targeting Black Canadians, women and their children, and/or Indigenous Peoples.

Through the development of the 10 Year Plan to End Homelessness there was consultation with Non-Governmental Organizations (NGO), people with lived experience and community members, which outlined a need in Yellowknife for permanent supportive housing to assist with ending homelessness. One of the major gaps identified was the lack of permanent supportive housing for individuals experiencing homelessness.

The application for funding being considered is in the amount of \$25 million, to secure and retrofit a facility in the downtown to provide permanent supportive housing for homeless individuals and families. This will also provide space for NGO(s) to assist homeless individuals and families through ongoing programs/services, which will in turn open up much needed spaces for individuals with lower acuity to get assistance with other programming options. Yellowknife is the hub for services and programs, and while many people end up in Yellowknife for medical services, programs or incarceration, many choose not to return to their home community. This application will ensure that the funding available under this program will move the community along to ending homelessness.

A permanent supportive housing unit will provide a single-site housing option that delivers more support and security than the scattered-site model. In addition, programming space that will be available offers the possibility of a social enterprise that will provide job opportunities to residents and provide a source of funding for the organization running the housing program. To ensure that the program is sustainable, the housing and programming will be funded through monthly rents received by residents living in the building. This program is similar to that of the previous Rockhill Transitional Housing Program operated through the YWCA. The revenue garnered through the rental payments will cover the utilities and maintenance of the building, as well as provide core funding for staffing and programming.

The City of Yellowknife will undergo an extensive competitive process to secure partnership with a local organization that has the mandate and experience to provide the required services for a permanent supportive housing program. The program will address the needs of individuals and families through a wrap-around service model that is easily and readily accessible to them on a daily basis.

To ensure that the City was identified as a potential applicant under this program, a letter was sent to Adam Vaughn, Parliamentary Secretary to the Minister of Families, Children and Social Development in May 2020, indicating an interest in pursuing financial support for permanent supportive housing after learning that the Federal Government may be seeking to support capital investments in housing projects that could be transitioned into long-term housing following the crisis.

Everyone is Home: Yellowknife's 10 Year Plan to End Homelessness identifies the need for permanent supported housing, in addition to the emergency housing that is intended to provide people shelter in the short-term. Together, these options provide a housing continuum to support people whose needs are different as they seek to find shelter in Yellowknife.

The City of Yellowknife has successfully undertaken similar projects including the Bailey House and Lynn's Place. These facilities were funded through Federal funding and are currently operated by non-government organizations.

COUNCIL POLICY / RESOLUTION OR GOAL:

GOAL #3: Ensuring a high quality of life for all, including future generations

Objective 3.3 Work with partners to address pressing social issues

Action 3.3.1 Work with partners to address public disturbances

Action 3.3.2 Focus on bringing partners and funding to support the implementation of the City's 10-year plan to end homelessness

APPLICABLE LEGISLATION, BY-LAWS, STUDIES, PLANS:

1. Everyone is Home: Yellowknife's 10 Year Plan to End Homelessness; and
2. 2018 Point in Time Count.

CONSIDERATIONS:

Existing Programs/Services

There are a number of programs and services offered in Yellowknife through several non-government organizations. The programs cover housing options like Housing First, transitional housing, prevention and rapid rehousing and supportive independent living. These programs are funded either through the Federal Reaching Home funding, GNWT or other sources of funding through Non-Government Agencies.

Through ongoing discussions with the various NGO's it was determined that the YWCA is considering an application for a construction project under the RHI program. The YWCA has indicated support for the City's application to increase the likelihood of at least one approved project in Yellowknife.

Sources of Funding

The funding application in the amount of \$25 million under the RHI program will address the costs to purchase and renovate a building. The ongoing maintenance and staffing of the facility will be generated through a funding model similar to that of the previously operated Rockhill Transitional Housing unit operated by the YWCA. An ongoing source of funding will be GNWT ECE Income Assistance, which will directly pay rent to the NGO operating the permanent supportive housing unit and ensure that the building is maintained in proper condition.

The funding provided through the program is available with no matching portion from the City. The funding does not cover operational wages for staffing, however it will address the cost of a Project Manager. Consideration will also be given for hiring a professional in the area of infrastructure/project lead.

Staffing

The work leading up to transferring the facility to a non-government organization is substantial and requires input from the majority of the City's various Departments. The project will require ongoing input that is best served through an Administrative Steering Committee and the contracting of a Project Manager to oversee details of the work.

Zoning

A permanent supportive housing unit and the corresponding programming will require evaluating the proposed land use and the applicable zone and the permitted and discretionary uses within that zone. Once a complete application has been submitted, including detailed project scope, a determination can be made as to the best pathway forward for development approval.

ALTERNATIVES TO RECOMMENDATION:

That Council direct Administration to not move forward with the funding application as described herein.

RATIONALE:

As outlined in Everyone is Home: Yellowknife's 10 Year Plan to End Homelessness, there is a need to develop 80 new place-based units of Permanent Supportive Housing.

Permanent Supportive Housing (PSH) provides long-term housing and support to individuals who are homeless and experiencing complex mental health, addiction, and physical health barriers. PSH can be delivered in a congregate housing model or in scattered private/social housing units to very high acuity service participants. The important feature of the program is its appropriate level of service for those experiencing chronic or episodic homelessness who may need support for an indeterminate length of time while working towards enhanced independence. While support services are offered, and made readily available, the programs do not require participation in these services to remain in the housing.

The City partnering with an NGO that has a history of successfully running a transitional housing program will be a strong consideration for the RHI funding. This also ties back into the 10 Year Plan to End Homelessness and strengthens the community's plan to end homelessness within a 10-year timeline. There is a real need for permanent supportive housing in Yellowknife for high acuity individuals experiencing homelessness or at imminent risk of homelessness. Adding these units to the housing stock in Yellowknife could free up spaces in other housing programs for individuals with lower acuity.

ATTACHMENTS:

N/A

Prepared: November 13, 2020; HF



CITY OF YELLOWKNIFE

MEMORANDUM TO COMMITTEE (For Information Only)

COMMITTEE: Governance and Priorities

DATE: November 23, 2020

DEPARTMENT: Public Safety

ISSUE: Status report on implementation of recommendations from the 2016 Yellowknife Fire Division (YKFD) Master Plan.

BACKGROUND:

A status report on implementation of the recommendations from the 2016 YKFD Master Plan is provided for the information of Committee.

The Master Plan was adopted for information by Council in December, 2016. Its primary purpose was as a planning document to review present services and assist in planning for future growth within the city. At the time of approval, Council requested an implementation plan within five months. The implementation plan developed in response to this request was intended to assist YKFD leadership assess progress in meeting established benchmarks or goals to address the current risk environment and demands for service.

Master Plan implementation continues to involve YKFD members is working together towards completion of objectives. Implementation status is reviewed on a regular basis to assess progress and confirm target dates. Established target dates may require adjustments based upon operational considerations, available resources, or a requirement for outside assistance in completing a specific target.

Recommendations from the Master Plan are prioritized based upon current and future operational considerations, resource availability, and an assessment of risk. Ongoing work to address specific recommendations from the Master Plan will be supported through YKFD's established budget and, as has been the practice, if additional funding is required, recommendations will be brought forward through the City's annual budgeting process.

COUNCIL POLICY / RESOLUTION OR GOAL:

Goal #2 Delivering efficient and accountable government.
Objective #2.3 Confirm clear service level standards for key City programs and services.

Motion #0311-16 That Council adopt the City of Yellowknife Fire Division Master Plan (October 2016) for information and that Administration be directed to bring forward an implementation plan within five months.

APPLICABLE LEGISLATION, BY-LAWS, STUDIES, PLANS:

1. Emergency Response and Fire Protection Services By-law No. 4502, as amended; and
2. City of Yellowknife Fire Division Master Plan; October 2016.

ATTACHMENTS:

Implementation Plan for the Yellowknife Fire Division Master Plan (DM #486732).

Prepared: November 12, 2020; EB

Revised: November 18, 2020; EB

	Recommendation	Achieved	Ongoing	Not Completed	Status
1	Develop a building inventory program				Completed but will require updating to new development
2	Undertake a comprehensive risk analysis of the community and develop a Standard of Cover to effectively manage risks				Organizational risk assessment completed for YKFD; comprehensive community risk assessment not completed. Work to develop Standard of Cover underway
3	Conduct an in-depth analysis of false alarms				False alarm data is tracked and separated by types of alarm causes through FDM reporting system.
4	Realign the current organizational structure				Further analysis required on alternative approaches
5	Create a fulltime administrative support position				Fulltime administrative support position costs shared through halftime PY budget and variance funding
6	Increase staffing levels to meet the requirements in NFPA 1221; a minimum of two PSCC Dispatch Operators on duty 24/7				Additional PSCC Operator positions not in place. Further consultations with MACA to align PSCC/NWT 911 services will inform decisions on staffing
7	Continue the Fire Cadet Program				Fire Cadet program need was based on high staff turnover at the time. Current workforce stability does not support the program, but other options can be considered if conditions change
8	Formalize the role of the Paid-On-Call members				POC Program was dropped because of high turnover and low response availability
9	Enhance the use of on-line delivery of training and educational material to all staff				Standardized NFPA compliant on-line training programs being utilized
10	Review the staff qualifications and standards				Ratification required through approval of Level of Service and Standard of Cover
11	Review and align the training portfolio to include delegating/appointing subordinate training officers to support the Deputy Fire Chief of Employee Safety and Training				Currently the Lieutenants and Sr Firefighters perform skill maintenance and administration of current materials as per job description. DFC of Training is exploring different options for new materials, with continuous improvement based on current job description responsibilities
12	Create a formalized process for officer development				Completed. Awaiting ratification of Collective Bargaining
13	Establish a formal Succession Plan				Work underway
14	Develop a program to address PTSD and TMS for emergency response personnel				Completed. Debriefing processes in place for individual First Responders or groups
15	Invest in Predictive Modeling Software				Not acted upon
16	Establish a monthly Emergency Services Dashboard				Dashboard established on website, planning Dashboard enhancements is ongoing
17	Evaluate and upgrade the current use of FDM software to sufficiently meet the requirements of YKFD				Upgrades in place; further FDM enhancements planned
18	In conjunction with recommendation 17, review other opportunities available through the FDM operating platform and the CAD module for more effective and efficient response.				Computer aided dispatch hardware/software purchased and implemented in 2020/2021
19	City of Yellowknife to provide input for a ground ambulance policy and funding framework				Continuing. YKFD participating in territorial review of Ground Ambulance & Highway Rescue (GAHR) policy and funding framework
20	YKFD develop a baseline capacity for industrial firefighting				Completed. Baseline capacity in place
21	YKFD complete the wildland and interface firefighting capability and training				Completed. Firefighting capability and training in place
22	YKFD enhance Hazmat qualifications to the technician level				No risks were identified to support HAZMAT technician-level response; Operations-level response capacity in place and included in newly established Level of Service. Additional mission-specific skills in place (eg rescue, defensive confinement, mass decontamination)
23	The Deputy Chief of Operations investigates the need for a high angle rescue capability and/or alternative tactics				YKFD's Confined Space Technician program provides the foundation for a High Angle Rescue operations-level capacity
24	City of Yellowknife expand Bylaw 4502 to include additional fire and life safety requirements (ie. Fire Code inspections, quick access plans, public education & awareness, building plan reviews, development application reviews, and fire inspections)				Work underway to prepare suggested by-law amendments. Further work and analysis is planned with implementation of a Council-approved Level of Service and further consultations with GNWT on the Territorial Building Regime
25	City of Yellowknife formalize the annual fire inspection program cycle				Not completed; pending agreement with OFM on municipal responsibilities for fire inspection services
26	Modify Emergency Response Deployment System				Completed. Staff complement increased from 24 to 32 firefighters over four Platoons
27	Review and upgrade current dispatch facilities to meet industry requirements as outlined by NFPA 1221				Not completed but several options are under consideration
28	Establish a committee to review and maintain compliance in design of a YKFD training facility				Training facility design will be influenced by the Fire Hall study and Level of Service
29	Implement a comprehensive Asset Management Program with advanced Equipment Management Software				Research on software options conducted; discussions started with City's newly established Asset Management Manager
30	Consider the advantages of having one or more central fleet mechanics certified as Emergency Vehicle Technicians (EVT)				Review completed. The current fleet mechanic complement and physical space cannot accommodate this recommendation for servicing large emergency vehicles. The City continues to service smaller vehicles and use local contractors for large units

**IMPLEMENTATION PLAN
CITY OF YELLOWKNIFE FIRE DIVISION (YKFD) MASTER PLAN (OCTOBER, 2016)**

This Implementation Plan (Plan) was developed after consultation with the Director of Public Safety, Chief Officers (Deputy Fire Chiefs) and Officers in charge of the platoons as well as Senior Administration. The City of Yellowknife Fire Division Master Plan was received by the City of Yellowknife in October of 2016 and adopted for information by Council in December 2016. The Master Plan includes thirty (30) recommendations with various timeframes for completion. At the time of adoption, Council requested that Administration be given five (5) months to review the Master Plan and determine a proper implementation plan.

The review has been constructive in two ways. First, it has allowed the incoming Fire Chief, who started with the City in December 2016, to better understand the operations and make determinations on priorities. Second, it provided him with the time to have discussions with his Chief Officers, Officers, YKFD staff and union representatives to understand the future requirements for the YKFD in relation to Master Plan recommendations, within the current YKFD operational context. The YKFD serves 21,000 residents and numerous visitors to our community and provides fire, rescue and emergency medical services (EMS) with very little mutual aid (the ability to have a neighbouring community provide assistance in larger-scale or longer emergency situations). The YKFD dealt with close to 4,200 calls for emergency services in 2016 - 3,775 were for EMS and of those EMS calls, close to 1,800 were for medical transfers to and from Stanton Territorial Hospital; the bulk of YKFD's current workload (88-90%) is EMS within the community with less fire, rescue, emergency and false alarms calls; all of which carry a high risk. These are important factors in reviewing the recommendations, setting priorities, planning for the future, and noting items requiring immediate attention.

The recommendations in the Master Plan have been reviewed and prioritized in order to reflect the current and future operating context, starting with corner-stone recommendations. In identifying risks and the key actions needed to mitigate them, these corner-stone recommendations lay a foundation for constructive change and for the meaningful implementation of the remaining recommendations. For example, there are recommendations which address training, personnel, and systems; however, if the YKFD does not have a proper building inventory and risk analysis completed, YKFD staff are put in further danger which can and should be mitigated.

The Master Plan Implementation Plan will require all members of the YKFD to work towards its completion. There are inherent risks documented in the fire service which places fire fighters at higher risk for health and wellness issues. The City must work to minimize these risks and ensure an operating context which supports a robust workforce, now and into the future.

As part of an ongoing process, the Master Plan Implementation Plan will be reviewed on a yearly basis to measure progress and confirm the established City target dates. The City targets may require adjustments based on operational considerations, resource availability, budget processes or the possible requirement to seek outside assistance in completing some recommendations.

**IMPLEMENTATION PLAN
CITY OF YELLOWKNIFE FIRE DIVISION (YKFD) MASTER PLAN (OCTOBER, 2016)**

CORNER-STONE RECOMMENDATIONS:

Item #	Recommendation	MP timeframe	City Target	Comments*	Current Resources/Partners
1	Develop a Building Inventory Program	12-24 months	Completed by Dec 2018	Building Inventory required prior to completing Risk Analysis and Standard of Cover (noted below)	<ul style="list-style-type: none"> • Internal allocation from YKFD • Planning and Development
2	Complete a Risk Analysis of the Community and Develop a Standard of Cover	0-24 months	Completed by Dec 2018	Part of "Quality MGMT Program" can prevent incidents and limits impacts of emergencies	<ul style="list-style-type: none"> • Internal allocation from YKFD; All YKFD staff required • Additional Funding may be required to complete
4	Realign the Current Organizational Chart	12-24 months	Completed by May 2018	Assistance with workload to be shared among Chief Officers & Officers	<ul style="list-style-type: none"> • Internal allocation from YKFD; Fire Chief & Director, PS

***Further comments**

ITEM #2 Developing a risk analysis and completing a Quality Management Plan (QMP) will assess risk and establish a service delivery standard, responsibilities and the minimum performance criteria to be provided by the Yellowknife Fire Division (YKFD);

- A risk assessment/analysis is an integral part of the YKFD ability to review current operations and plan for the future;
- All buildings within the City of Yellowknife should be rated according to the level of risk associated (from low-1 to maximum-4);
 - Low probability/Low Consequence (Low Risk) 1;
 - High Probability/Low Consequence (Moderate Risk) 2;
 - Low Probability/High Consequence (High/Special Risk) 3;
 - High Probability/High Consequence (Maximum/Worst Risk) 4;
- Pre-Incident program can then be implemented for firefighters to pre-plan 'high' and 'maximum' risk buildings identified; and
- The City of Yellowknife is responsible for identifying an appropriate 'Level of Service' that balances public safety, available resources and the safety of YKFD staff.

**IMPLEMENTATION PLAN
CITY OF YELLOWKNIFE FIRE DIVISION (YKFD) MASTER PLAN (OCTOBER, 2016)**

Item #	Recommendation	MP timeframe	City Target	Comments*	Current Resources/Partners
5	Create a fulltime Administrative Support Position	0-12 months	Completed by Feb 2018	Any additional administrative staff complement could work on data collection and analysis and completing other tasks at YKFD;	<ul style="list-style-type: none"> • Confirm Job Description and key duties as part of current staffing process (current position is ½ time) • Propose New Initiative Funding in 2018 budget • Cost = ½ salary (to supplement current 0.5 position)
14	Develop a program to address Post Traumatic Stress Disorder	0-12 months	Completed by May 2018	The City needs to invest time in determining best practice for our employees	<ul style="list-style-type: none"> • External assistance, WSCC, IAFF, RCMP, Medical Director • Current cost unknown, may partner with RCMP training
16	Establish a monthly Emergency Services Dashboard	12-24 months	Completed by June 2018	This will assist the Chief Officers to determine the best allocation of staff training, resources, etc.	<ul style="list-style-type: none"> • New Initiative Funding in 2018 budget • Cost to upgrade FDM includes training, time for 'Train the Trainer' and training on 'Report Builder' is approximately \$29,900
17	Evaluate and Upgrade FDM software	0-12 months	Completed by June 2018	Program used by the majority of fire & dispatch services is called Fire Department Manager (FDM). FDM can manage and assist in data collection and analysis.	
18	Review other opportunities available through FDM	12-24 months	Reviewed by June 2018	Accurate data allows for accurate program planning and deployment of resources	

***Further comments**

ITEMS #16-18 In public government, there is an increased desire to balance financial savings with service demands. This requires any review of fire or emergency services delivery to be data-driven. The need to upgrade and better utilize the FDM program can be seen across many of the recommendations within the YKFD Master Plan.

**IMPLEMENTATION PLAN
CITY OF YELLOWKNIFE FIRE DIVISION (YKFD) MASTER PLAN (OCTOBER, 2016)**

Item #	Recommendation	MP timeframe	City Target	Comments*	Current Resources/Partners
25	Formalize the Annual Fire Inspection Program Cycle	12-24 months	Completed by Sept 2018		<ul style="list-style-type: none"> Internal allocation from YKFD; Chief Officers
22	Enhance Hazmat Qualifications to the Technician Level	12-24 months	Completed by Sept 2018	Dependant on the Standard of Cover for the YKFD found in recommendation #2	<ul style="list-style-type: none"> New Initiative Funding & existing contractor in City providing service [KBL]
9	Enhance the use of on-line delivery of educational material	0-12 months	Completed by May 2018	Training is ongoing with input from Officers within platoons	<ul style="list-style-type: none"> Internal allocation from YKFD Approximate cost of \$100.00 per fire fighter
26	Modify Emergency Response Deployment System	12-24 months	Completed by July 2018	With no mutual aid, City has to look at deployment of staff resources & what works best based upon outcome of cornerstone recommendations	<ul style="list-style-type: none"> Four new personnel approved for July 2017 Director & Fire Chief to consider if more staff are required and will present the business case for 2018 budget
21	Complete the wildland and interface firefighting capability and training	12-24 months	Completed by April 2019	Dependant on the Standard of Cover for the YKFD found in recommendation #2	<ul style="list-style-type: none"> Some costs from Wildland Fire Mitigation Program New Initiative Funding may be required in future budget
23	Investigate the need for a high angle rescue capability and/or alternative tactics	48-60 months	Reviewed by April 2019	Dependant on the Standard of Cover for the YKFD found in recommendation #2	
7	Continue the Fire Cadet Program	36-60 months	Reviewed by May 2019	Cadet program ongoing, review is only to determine improvements	<ul style="list-style-type: none"> Internal allocation from YKFD; Chief Officers

***Further comments**

ITEM #26 YKFD's present Emergency Response Deployment System is a very time sensitive and critical component. The system requires a great amount of time to overhaul and review how we have conducted business in the past. It will also be analyzed against the 'Standard of Cover' noted in recommendation #2. There are many components and issues that affect how we respond to an emergency; the non-emergency calls have increased greatly, limitations of the POC's, the call-in process and our present response protocol; and

- Fire Services use a determinant called the Maintenance Factor which estimates the number of firefighters that are needed for every 24 hour period. The Maintenance Factor is derived from an assessment of the City's human resource policies for leave or training as well as operational/workload requirements. Having a defined Level of Service and Standard of Cover will also be considered when calculating the number of staff required in recommendation #26.

**IMPLEMENTATION PLAN
CITY OF YELLOWKNIFE FIRE DIVISION (YKFD) MASTER PLAN (OCTOBER, 2016)**

Item #	Recommendation	MP timeframe	City Target	Comments*	Current Resources/Partners
12	Create a Formalized process for Officer Development	0-36 months	Completed by May 2019	City has mentorship program and Officer development with courses outside of fire service [management]	<ul style="list-style-type: none"> Internal allocation from YKFD; Chief Officers & Human Resources
20	Develop a baseline capacity for industrial firefighting	12-24 months	Completed by Sept 2019	Dependant on the Standard of Cover for the YKFD found in recommendation #2	<ul style="list-style-type: none"> Internal allocation from YKFD; Chief Officers
24	Expand Emergency Response and Fire Protection Services Bylaw 4502	12-24 months	Reviewed by Sept 2019	Dependant on review of other recommendations to determine required changes within the By-law	<ul style="list-style-type: none"> Internal allocation from YKFD; Fire Chief & Director, PS
8	Formalize the role of the Paid-On-Call (POC) members	36-60 months	Completed by Sept 2019	City cannot afford to manage emergencies with only full-time staff, however, the role of the POC in emergency responses needs to be defined and allows entry into the fire service	<ul style="list-style-type: none"> Propose New Initiative Funding in 2018 budget Chief Officers to review
10	Review the Staff Qualifications and Standards	0-12 months	Completed by May 2020	Chief Officers to review present qualifications and compare to the future needs of the department	<ul style="list-style-type: none"> Internal allocation from YKFD; Chief Officers

***Further comments**

ITEM #8 The specific duties and responsibilities of Paid-On-Call (POC) must be defined. For example it must be determined if POC's will be used for interior firefighting duties or only for exterior support activities;

ITEM #10 A successful training program should develop firefighters who achieve results on the fire ground by making the right decisions and completing skills and maneuvers proficiently and consistently. To be effective, a training program should be a combination of both theoretical and practical knowledge.

- After Standard of Cover is identified then it can be determined what level of training will be required to perform at an operational level;
- Conducting theory components of our training on-line will free up time to conduct much needed practical training; and
- Officer development is a must for the YKFD to succeed in the future.

**IMPLEMENTATION PLAN
CITY OF YELLOWKNIFE FIRE DIVISION (YKFD) MASTER PLAN (OCTOBER, 2016)**

Item #	Recommendation	MP timeframe	City Target	Comments*	Current Resources/Partners
27	Review and Update current dispatch facilities to meet industry requirements in NFPA 1221	0-12 months	Completed by May 2020	9-1-1 may have potential implications on City dispatch	<ul style="list-style-type: none"> • New Initiative Funding may be required in future budget • Consider in the context of possible contract with GNWT for 911
6	Increase dispatching staff levels to meet NFPA 1221 (7)	0-12 months	Completed by May 2020	Two dispatchers hired for 2017 (Jan/July) Potential for 9-1-1	<ul style="list-style-type: none"> • New Initiative Funding may be required in future budget • Consider in the context of possible contract with GNWT for 911
11	Review and Align the Training Portfolio	12-24 months	Completed by May 2020	To be undertaken once cornerstone recommendations are completed	<ul style="list-style-type: none"> • Internal allocation from YKFD; Chief Officers
13	Establish a Formal Succession Plan	0-36 months	Completed by May 2020	Work already in progress with all staff - relates to training & mentorship	<ul style="list-style-type: none"> • Internal allocation from YKFD; Fire Chief & Director, PS
19	Provide Input for a ground Ambulance Policy and Funding Frame Work	12-24 months	Completed by March 2021	Full Cost Recovery is proposed to be phased in medical transfer by 2020	<ul style="list-style-type: none"> • Internal allocation from City; SAO, Director PS, Legal
3	Conduct analysis of false alarms	0-24 months	Reviewed by Dec 2021	False alarms have decreased with fine amount	<ul style="list-style-type: none"> • Internal allocation from YKFD; • Chief Officers
15	Review the need to invest in Predictive Software	24-60 months	To be Determined		<ul style="list-style-type: none"> • New Initiative Funding may be required in future budget
28	Establish a Committee to review and Maintain Compliance in Design of the Training Facility	0-24 months	To be Determined	Dependant on the Standard of Cover for the YKFD found in recommendation #2	<ul style="list-style-type: none"> • New Initiative Funding may be required in future budget
29	Implement a comprehensive Asset Management Program	0-24 months	To be Determined	Review FDM implementation	<ul style="list-style-type: none"> • New Initiative Funding may be required in future budget
30	Emergency Vehicle Technician (EVT)	12-48 months	To be Determined	Dependant on the Standard of Cover for the YKFD found in recommendation #2	<ul style="list-style-type: none"> • New Initiative Funding may be required in future budget