

ECONOMIC DEVELOPMENT STRATEGY 2020-2024 - IMPLEMENTATION PLAN

Priority Action	Specific Action	Status	Timeline	Lead	Cost
Oversight of the Economic Development Strategy					
1. Develop a renewed Terms of Reference for the Mayor's Task Force on Economic Development (MTFED). (HIGH PRIORITY)	<ul style="list-style-type: none"> Terms of Reference – revise based on the current Economic Development Strategy and required roles and responsibilities related to the Strategy and submit to Council for approval. This will include renewed focus on meeting three times per year to advise on implementation of the Economic Development Strategy and support when needed. 	Terms of Reference – will be reviewed/amended as part of overall Committee discussion at Governance and Priorities Committee meeting.	March 2021	Economic Development and Strategy	Accommodated within existing budget
2. Prepare an implementation plan which outlines the activities that will be undertaken in 2020. (HIGH PRIORITY)	<ul style="list-style-type: none"> Implementation Plan - Present to the MTFED for approval and submit to Council for adoption. This plan outlines specific budget, steps, responsibilities and partner organizations for 2020/2021 activities in the implementation plan. 	Currently underway.	March/April 2021	Economic Development and Strategy	Accommodated within existing budget
3. Obtain, from the City Council, endorsement of the 2020-24 Economic Development Strategy, renewed Terms of Reference for the Mayor's Task Force, and the implementation plan for 2020. (HIGH PRIORITY)	<ul style="list-style-type: none"> 2020-24 Economic Development Strategy 	Adopted by Council on April 27, 2020 – Motion #0064-20.	Completed - April 2020	Economic Development and Strategy	Accommodated within existing budget
Key Initiatives for 2020-21 (One Time Initiatives)					
4. Implement a governance and operating structure for the DMO and visitor services centre. (HIGH PRIORITY)	<ul style="list-style-type: none"> Destination Marketing Organization (DMO) - Develop and finalize the DMO structure and funding. Visitor Centre <ul style="list-style-type: none"> Determine suitable venues and budget for a new Visitor Information Centre that is centrally located in the downtown core that is accessible and welcoming for visitors. The new Visitor 	<p>DMO – Work regarding imposition of levy in 2020 was delayed due to economic impact of Covid-19.</p> <p>Visitor Centre Relocation of visitor centre to downtown location initiated; Funding request submitted</p>	<p>Commence in Q4 2021</p> <p>Work to commence immediately once funding confirmed;</p>	<p>Economic Development and Strategy / Corporate Services</p> <p>Economic Development</p>	<p>Accommodated within existing budget</p> <p>\$125,000 – City of Yellowknife \$347,000 – ITI</p>

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	<p>Information Centre will have: updated service standards, training for staff, manuals and procedures, advertising strategy, standardized data collection, Mission Statement and local business and resident linkages as well as catering to visitor's outside the NWT.</p> <ul style="list-style-type: none"> ○ Develop model for operation of the Yellowknife Visitor Centre. 	<p>to CANNOR; increased O&M funding request approved by Industry, Tourism and Investment (ITI).</p> <p>Governance structure to be finalized as part of project to relocate the visitor centre.</p>	Relocation to be completed by Q4 2021	and Strategy /Community Services	\$471,984 requested - CANNOR
5. Establish a Task Force to undertake a review of the regulatory environment affecting economic development and investment in the City of Yellowknife. (MEDIUM PRIORITY)	<ul style="list-style-type: none"> • A Task Force will be formed with City, GNWT and stakeholder representatives to review and recommend revisions to municipal regulations, bylaws and processes and lobby for changes to the territorial regulatory, licensing, and permitting regimes. • The Task Force will be provided with a Terms of Reference and statement of purpose. • Task force to examine how a regulatory report card, like that of the CFIB, could assist with this Task Force's function. • A 'pathfinding' function (i.e. 'navigator') within Economic Development and Strategy will also be explored and deliberated on to work with businesses to navigate municipal and territorial regulations and processes they may encounter and find challenging when starting a business. 	<p>Zoning By-law currently undergoing complete re-write based on updated Community Plan. Business License By-law currently undergoing review and will consult with business stakeholders for input. Building By-law is also to be updated in 2021.</p> <p>Task Force – to be considered for action late 2021 or early 2022</p>	<p>Q2 2021</p> <p>Q4 2021/Q1 2022</p>	Economic Development and Strategy	\$35,000 (for advertising, promotion and research for business navigator function)
6. Work with the GNWT to facilitate the transfer of untenured Commissioner's Land. (MEDIUM PRIORITY)	<ul style="list-style-type: none"> • Connect with the GNWT and determine next steps for transferring the administrative control of untenured Commissioner's Land. • Develop a letter to the GNWT requesting renewed efforts in transferring this land which will significantly increase access to lands within the City limits for residential, commercial and industrial development. 	Currently underway – regular meetings are held between City administration and GNWT.	Ongoing	Planning and Development	Accommodated within existing budget

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7. Development a Mineral Resource Strategy. (MEDIUM PRIORITY)	<ul style="list-style-type: none"> Develop a Request for Proposal and engage a consultant to produce a Mineral Resource Strategy report to examine the mining industry economic impact and opportunities to develop the industry and mitigate the negative impacts of mine closures. 	<p>To be considered for action as part of work related to Memorandum of Understanding with Mineral Resources sector.</p> <p>Explore potential funding opportunities.</p>	Q3/Q4 2021	Economic Development and Strategy	\$25,000 (for a consultant and engagement activities related to the strategy)
8. Commission an Arts & Culture Master Plan and update the existing Tourism Strategy. (MEDIUM PRIORITY)	<ul style="list-style-type: none"> Arts & Culture Master Plan - Develop a Request for Proposal and engage a Consultant for development of an Arts and Culture Master Plan Tourism <ul style="list-style-type: none"> Identify and develop additional tourism products to increase off-peak and shoulder season visitation. This can include exploring opportunities to feature Indigenous culture and expanded tourism experiences. Tourism Strategy to be update. 	<p>Arts & Culture Master Plan – approved in Budget 2021 (December 2020)</p> <p>Ongoing – continued partnership with NWT Tourism; expanded patio program funding (to facilitate increased physical distancing requirements); partnership with YK Chamber of Commerce on local programming.</p>	<p>2021</p> <p>Ongoing, 2021</p>	<p>Community Services</p> <p>Economic Development and Strategy</p>	\$75,000 (Budget 2021)
9. Develop an integrated tourist, investment, worker and resident attraction strategy. (MEDIUM PRIORITY)	<p>Attraction Strategies</p> <ul style="list-style-type: none"> Develop a Request for Proposal and engage a Consultant for preparing an environmental scan of common branding and positioning and identify partners and common interests to leverage campaigns, promotional activities and share tools for marketing the North – both as a place to visit and locate a business. <p>Partnership/Membership</p> <ul style="list-style-type: none"> Continue to represent the City on the Reseau en Immigration Francophone Territoires du Nord-Ouest (RIFTNO) and Yellowknife Immigration Partnership (YIP) committees to ensure open 	<p>Investment materials to be considered as a part of work pursuant to MOU with Mineral Resources sector.</p> <p>World Council on City Data (WCCD) to be considered for investment materials.</p> <p>Research and apply for potential funding opportunities.</p>	<p>Initial work to commence in 2021 – completion subject to funding availability</p> <p>Ongoing</p>	<p>Economic Development and Strategy</p> <p>Economic Development and Strategy</p>	<p>\$40,000 (for consultant)</p> <p>Accommodated within existing budget.</p>

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	<p>communication and strategies to successfully attract and retain immigrants and newcomers to the area.</p> <ul style="list-style-type: none"> Continue to support and advocate for the development of an effective Polytechnic University and a main campus in Yellowknife. Continue to represent City of Yellowknife interest on the Giant Mine Socio-Economic Working Group and Advisory Board to maximize worker and resident benefits related to the Giant Mine Remediation work. 	<p>Ongoing City of Yellowknife representation on: RIFTNO, YIP, UPAC, Giant Mine WG/AB and Visitor Centre Project Working Group.</p> <p>The City of Yellowknife currently is a member of a Visitor Centre Project Working Group of all visitor centres across NWT and GNWT ITI to discuss common branding/positioning and identify partnership opportunities to attract tourists to NWT as a whole and pool resources and create comparability of data collection, etc.</p>			
<p>10. Work with partners in reviewing the feasibility of establishing a business accelerator and/or incubator in Yellowknife. (MEDIUM PRIORITY)</p>	<ul style="list-style-type: none"> Review effective business accelerator/incubator models across Canada and explore a model (or combination of models) that can be successfully implemented to grow business in Yellowknife. Develop the feasibility of proposed design, capital and operation cost projections and a business case outline that can be leveraged by potential stakeholders and used to garner interest from the GNWT or Federal government to secure funding for the accelerator/incubator development and operation. Partners will also be identified for this facility and what role the City of Yellowknife will play in its operation. 	<p>Initial research will commence in Q1 2022 – completion estimated to be 2023.</p> <p>Funding opportunities to be explored.</p>	2022/2023	Economic Development and Strategy	\$40,000 (for research, possibly via a consultant or engagement activities and start-up incentive funding for an accelerator/incubator)
<p>11. Implement the wayfinding strategy and signage improvements as outlined in the City of Yellowknife Wayfinding Strategy, September 2019. (MEDIUM PRIORITY)</p>	<ul style="list-style-type: none"> The Wayfinding Strategy Implementation plan is currently in development and will be presented to Council and will identify priorities, activities, timeline and budget. 	<p>2020 – Kiosks installed, cultural brochure being finalized in partnership with YKDFN (expected Q1 2021).</p> <p>2021 – To be presented to Council in April 2021 for review and approval.</p>	Q2 2021	Economic Development and Strategy / Planning and Development/Community Services	Accommodated within existing budget

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12. Stage a forum to explore development of a regional angel investor network or investment fund that could increase access to capital for local businesses. (LOW PRIORITY)	<ul style="list-style-type: none"> Brainstorm a suitable forum model that can bring together investors, local business community and government partners – either through an engagement session or webinar to gather input. 	To be considered for future action.	To be considered in 2022/2023 in close consideration with Item 10.	Economic Development and Strategy	\$5,000 (engagement activities)
Implemented on an Ongoing Basis					
13. Implement a business retention and expansion (BRE) program. (MEDIUM PRIORITY)	<ul style="list-style-type: none"> Review and monitor economic conditions on an on-going basis including industries at risk or in growth. This will be fulfilled by a Quarterly market research report on Key Performance Indicators (KPIs) relevant to the business sector. Conduct a series of biennial surveys of business license holders to track changes in the business climate, identify organizations that may be at risk of closing or relocating operations and determine issues that are impacting on future location and investment decisions. An analysis of these results will be used to develop strategies to mitigate key issues. Use the survey results to develop an annual 'business walk' initiative. Engage with at-risk businesses, using the Business Navigator function to help retain businesses in the City. 	<p>2020 – City of Yellowknife submitted data to the World Council on City Data and will continue and expand this process by seeking gaps in data and identify sources.</p> <p>Business license holder survey is being planned for Q3 2021. This information will then be included in the first quarterly report for Q4 2021.</p>	<p>On-going</p> <p>Q3/Q4 2021</p>	Economic Development and Strategy	\$10,000, bi-annually (for survey activities, data purchases, etc.)
14. Implement the investment, worker and resident attraction strategies. (HIGH PRIORITY)	<ul style="list-style-type: none"> Create new website materials on Yellowknife.ca to support marketing Yellowknife as a great place to visit, invest, work and live. This includes a pdf and print document of an updated community profile for people to live and work here, a business profile for people to invest and a tourism profile for people to visit Yellowknife. These profiles can be used as recruitment documents at conferences or in advertising. Investment and employment data will be updated annually. 	<p>New website materials will include:</p> <ul style="list-style-type: none"> - the quarterly business reports; - investment materials (including mineral) - updated community profile statistics; and, - tourism data pamphlet. 	<p>On-going, annually</p> <p>Website materials are planned for Q4 2021.</p>	Economic Development and Strategy	\$75,000 (for marketing materials, conferences, data purchases, advertising and conference sponsorships)

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	<ul style="list-style-type: none"> • Create a conference schedule of economically important events for each year to participate in and identify who should be attending. This can include the Geoscience Forum, trade shows, etc. • Create a marketing campaign/strategy with a target list of prospects when publishing the profile materials and information when updated. • Expand on the Wayfinding Brand Ambassador program and identify champions and ambassadors of Yellowknife who can assist with disseminating positive messages for recruitment and retention. • Identify opportunities for co-marketing by connecting with GNWT and community partners to strengthen messaging. • The Business Navigator will follow-up with prospects and leads on a monthly basis to ensure marketing needs are met and determine effectiveness of marketing, assess any navigation needs of businesses, or facilitate general, unbiased connections between local suppliers/buyers for products and services through Chamber of Commerce or association links. • Create an evergreen document to track major projects (both planned and present) that will be taking place in and around Yellowknife either by the City, GNWT or Federal government and any major private developments that may be occurring. This will identify opportunities for Yellowknife to capitalize on major project work and the associated benefits, including targeting the attraction and retention of people to the North and provide continuous, rather than competing, work for local contractors and workers. 	<p>Conference schedule is placed on hold for the moment due to COVID-19 disruptions in conference schedules.</p> <p>Evergreen document currently underway.</p>	<p>Conference schedule is intended to be updated biennially.</p> <p>Business navigator timeline: see Item 5.</p> <p>Evergreen document expected in Q2 2021 and updated biannually.</p>		
<p>15. Review any proposed new bylaws, policies or plans by applying an economic lens to assess how the changes are likely to impact on the local business climate. (MEDIUM PRIORITY)</p>	<ul style="list-style-type: none"> • Review new by-laws, policies or plans with an economic lens to determine any un-intended barriers to economic growth and provide the opportunity cost of these plans for an informed economic background to changes being made on this level. • Use this lens during the Business License By-law re-write. 	<p>Staff is currently reviewing the business license process and Business License By-law and reviewing reasonable service standards.</p>	<p>On-going, Q4 2021/ Q1 2022.</p>	<p>Economic Development and Strategy</p>	<p>Accommodated within existing budget</p>

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	<ul style="list-style-type: none"> Staff will review service standards and timelines with respect to business services (also identified as an item in the City Council's Goals and Objectives 2019-22). Staff will review possible development opportunities for the downtown area and beyond with respect to various business development incentives (like the Patio Incentive Program) and the Development Incentive By-law to promote growth. 	Staff expects this review to take place following the Zoning By-law review and for possible inclusion as expanded attraction/investment materials.	2022		
16. Assist key champions, as requested and where possible, in their efforts to implement development strategies and key initiatives. (HIGH PRIORITY)	<ul style="list-style-type: none"> Using the Business Navigator function, work with champions in Yellowknife to help align strategies and initiatives and provide support including advocacy and resources to facilitate action. Identify opportunities to build on, or establish new, relationships through MOUs, for example, or agreements. Identify major opportunities for partnership from the Joint Economic Development Strategy with YKDFN. Focus on implementing further the Agriculture Strategy to work with local agriculture and fishing groups to promote stewardship, training and the development of local markets and commercial producers. Staff will identify opportunities to support, where possible, development of social enterprises and local supplier development programs and policies. 	<p>Memorandum of Understanding (MOU) with Mineral Resource Sector approved on February 2020.</p> <p>Partnership with YK Chamber of Commerce on local programming – Trailblazers, #ShopYK, Shop Local, Be a Tourist in Your Own Town, Entrepreneur Month, etc.</p> <p>Joint Economic Development Strategy (for adoption by both City and YKDFN Councils in Q2 2021) identifies major opportunities for partnership and a joint implementation plan will identify areas of priority and partnership.</p> <p>Agriculture Strategy – Implementation Plan to GPC in March/April 2021.</p>	On-going	Economic Development and Strategy	Accommodated within existing budget
17. Report back annually to the City Council, Mayor's Task Force and public on the progress made. (HIGH PRIORITY)	<ul style="list-style-type: none"> Develop a performance measurement matrix based on four indicators (inputs, activities, outputs and outcomes) and prepare a year-end report back to Council, the MTFED and the public to demonstrate success and progress being made in the Economic Development Strategy 2020-2024. 	A year-end report will be presented in December 2021 to report on progress and success of the implementation items in 2021.	On-going, annually	Economic Development and Strategy	Accommodated within existing budget

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	<p>This will highlight major wins and areas for improvement or focus for the future implementation of the Strategy.</p> <ul style="list-style-type: none"> The report will include a data analysis of key performance indicators (including the labour force, business data and related statistics), website analytics, municipal data (including budget and staff) and business information (gained through a business survey and business walks). 				

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