



2019-2022 Goals and Objectives

● Not started ● On Track ● Behind ● Overdue ● Complete

Objective/Action	Status	2020	2021	2022	Update
Goal 1: Growing and Diversifying our Economy					
1.1 Foster a robust and diversified tourism sector.					
→Bring forward visitor's services model	Overdue				Visitor's services model to be developed Q2.
→Regulate short term rentals	On Track				Short term rental regulatory framework under development.
→Tourism strategy renewal	Behind				Currently awaiting GNWT tourism strategy renewal before refreshing the City strategy.
→By-law for hotel levy implementation	Behind				Awaiting resolution of short term rental policy framework.
→Establish DMO	Behind				Awaiting resolution of short term rental policy framework.
→Repeal and replace Business License By-law	On Track				
→Wayfinding Strategy	On Track				Wayfinding/Intercultural Heritage and Placemaking Plan implementation 2020 - Q2.
→Attracting and maximizing benefits of conferences/events (FCM, SWANA, Kimberlite, SHDIC etc.)	On Track				Ongoing.
→Land & Infrastructure certainty for tourism	On Track				GNWT is engaged with the City to outline a framework for transferring all unoccupied Commissioners Land in Yellowknife. November 2019 was the 1st reading of Community Plan.
→Sports tourism (e.g. SHDIC, Francophone Games)	On Track				HDIC is underway. Awaiting word on Francophone Games. City attending sport tourism promotional conference Q1 2020.
1.2 Maximize benefits from an expanded post-secondary institution.					
→Continue lobbying for a university	On Track				Continue University Post-Secondary Advisory Committee.
→Develop response to feasibility study	On Track				Response to feasibility study will be brought forward in Q1 2020 once there is more clarity on GNWT actions.

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→Land & Infrastructure certainty for YK Campus	On Track				GNWT has informally indicated interest in discussing location for YK campus 2020.
→Liaising with other local governments (Smith/Inuvik)	On Track				Continue to advocate.
→Support partner-led strategies to advance post-secondary in YK	On Track				Engage in Aurora College post-secondary strategic planning.
1.3 Refresh and implement a Yellowknife economic development strategy.					
→Economic Development Strategy 2020-2025	On Track				Consultants are currently working with MTFED on Economic Development Strategy.
→Mayor's Task Force on Economic Development	On Track				MTFED in place and engaged. Workshop with Economic Development Strategy consultants took place mid December 2019.
→Opportunities North	On Track				
→CEDI	On Track				Collaboration with YKDFN on Joint Economic Development Strategy - RFP Issued Q1.
→Retail Revitalization	Complete				Findings to be incorporated into downtown revitalization plans.
→Cold weather testing working group	On Track				Cold weather testing continues. City, GNWT and NWTT partnering with industry.
→Agriculture Strategy	Behind				Agriculture - Implementation plan Q2 2020
→Giant Mine					Concerns with remediation and socio-economic progress by Canada.
→YZF Economic Group	On Track				Engage in YZF Economic group.
Goal 2: Delivering Efficient and Accountable Government					
2.1 Enhance long-term financial and asset management planning.					
→Budget policy renewal (Task Force)	Complete				
→Fees and charges policies	On Track				Analysis underway.
→Water rate structure renewal	On Track				Preparing to seek external expert advice.
→Ongoing budget process improvements	On Track				
→Develop a long-term financial plan					Ongoing as the current plan will be reviewed regularly and updated, especially as it is informed by asset management.
→Asset management roadmap	Complete				Next steps: asset management plan.

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→Properly resource asset management and implementation	Complete				
2.2 Integrate a culture of continuous improvement into corporate culture.					
→Long-term safety training plan	On Track				Safety training plan being implemented, including Field Level Hazard Assessment Training; FLHA policy being implemented. Safety training schedule for 2020 underway.
→Staff charter	On Track				Staff charter/values under development since September 2019 workshop. Roll out to staff in January 2020.
→Training and development objectives for each employee	On Track				Funding included in Budget 2020 for HR policies overhaul.
→Update training and development procedures	Behind				
→Update employee recognition program	On Track				
→Establish a process improvement program	On Track				
→Professional development for Council	Complete				George Cuff engaged to provide advice on Council committees.
→Implement a manageable and staged process for the regular review of City policies and procedures	On Track				
• Establish a policy development and review process	On Track				
• Establish a tracking mechanism	On Track				
→Develop and implement a plan for City staff retention and succession	On Track				
• Enhanced benefits/incentives package	On Track				Negotiations currently underway with PSAC; MED and IAFF scheduled early 2020.
• Enhanced management competencies training	On Track				Management training plan commenced Sept 2019 – using LinkedIn Learning for small teams of managers to go through a suite of management training.
• Strategy to market City of Yellowknife as an Employer of Choice	On Track				
• Recruitment strategy	On Track				
• Ongoing employee satisfaction survey and follow up action plans	On Track				
• Salary framework review	On Track				
2.3 Confirm clear service level standards for key City programs and services.					
→Performance Measures	On Track				City obtaining ISO certification on 104 key indicators with World Council on City Data (WCCD) through Infrastructure Canada

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• Create list of “key” high demand and/or resource intensive programs.	Behind				City working on design standards. YKFD Service levels under development.
• Prioritize and establish service levels for those identified	Behind				
• Appropriate resources (human and financial) for service standards	On Track				
• Create reporting mechanism (i.e. Dashboard)	On Track				
• Citizen Survey	On Track				
Goal 3: Ensuring a high quality of life for all, including future generations					
3.1 Prioritize adaption to, and mitigation of, climate change.					
→Energy efficiency amendments to Building By-law	On Track				Planning underway for replacement of water submarine line.
→Security and protection of the City’s drinking water	On Track				Planning underway for replacement of water submarine line.
→Asset management plans (capital planning process/budgets)	On Track				
→Community Plan	On Track				Community Plan 2nd reading completed. Currently with Minister of MACA.
→Energy retrofits / Local Improvement Charge	On Track				Member of FCM Community Eco-efficiency Acceleration Program (CEAP).
→Community Energy Plan Implementation	On Track				Ongoing - five year review in 2020
→Strategic Waste Management Implementation Plan	On Track				Ongoing.
→Emergency management addressing climate change (Wildland Fire Mitigation)	On Track				
3.2 Redefine Public Transit					
→Public transit study and implementation	On Track				Public Transit review presented to Council ; implementation plan under development.
→Lobby Canada on PTIF flexibility	On Track				
3.3 Work with partners to address pressing social issues.					
→Good neighbour agreements	On Track				
→Enhance strategies to address disturbances in City facilities	On Track				Ongoing patrols of Library by MED officers and security patrols. Partnering to support programs at the AIWF Healing Camp.
→Continue lobbying efforts with GNWT	On Track				Priorities confirmed to new Legislative Assembly.

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→Explore funding/grant opportunities to support the 10 Year Plan	On Track				City and Federal government signed 5 year agreement for City to be the Community Entity under the Reaching Home program. Funding secured to partially offset costs of the YK Street Outreach Program
3.4 Develop a City of Yellowknife Arts and Culture Master Plan.					
→Pilot securing non-commercial gallery space	On Track				
→Develop Master Plan	On Track				
→Enhance City support for arts festivals. (i.e., Snow King, Ramble & Ride, Longshadow, etc.)	On Track				Ongoing discussions with local artists as well as arts organizations for the development of venues, programs and events.
→Continue and expand City support of arts (i.e., transformer painting, snow sculptures, banners, etc.)	On Track				Promoting local talent throughout a number of current City festivals and events.
Goal 4: Driving Strategic Land Development and Growth Opportunities					
4.1 Diversify development options.					
→Development Incentive By-law	On Track				Plans to revise - align with Zoning By-law.
→Community Plan	On Track				Community Plan with Minister of MACA for approval before third reading.
→Zoning By-law Revisions	On Track				Zoning By-law to be revised once the new Community Plan is approved; links to design study project.
→Land & Infrastructure certainty	On Track				Discussions underway with GNWT on transfer of Commissioner's Land within our boundary to the City.
→Policy and program ideas that incentivize	On Track				
4.2 Promote development across the City.					
→Pre-permit meetings (PD; PWE)	On Track				Pre-permit meetings have started and form part of the development review process.
→Downtown Revitalization Vision	On Track				Theia Report and Retail Revitalization recommendations will be incorporated.

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