



## 2019-2022 Goals and Objectives

● Not started ● On Track ● Delayed ● Deferred ● Complete

Objective/Action	Status	2020	2021	2022	Update
<b>Goal 1: Growing and Diversifying our Economy</b>					
<b>1.1 Foster a robust and diversified tourism sector.</b>					
→Bring forward visitor's services model	On Track	Delayed	Delayed	On Track	VS model being considered in light of new Visitor Information Centre framework.
→Regulate short term rentals	Complete	Complete	Complete		Short term rental regulatory framework completed with Zoning By-law. Adopted Q1.
→Tourism strategy renewal	Delayed	Delayed	Delayed	On Track	Delayed by COVID-19. Funding received and work to commence 4th quarter 2022
→By-law for hotel levy implementation	Delayed	Delayed	Delayed	Delayed	Delayed implementation as a result of COVID-19 pandemic.
→Establish DMO	Delayed	Delayed	Delayed	Delayed	Establishment dependent on hotel levy being implemented.
→Repeal and replace Business License By-law	Delayed	Delayed	Delayed	Delayed	2021/22 one-time COVID support for businesses - \$0 licence fees. Update Business License Bylaw in 2023 to align with Zoning Bylaw.
→Wayfinding Strategy	On Track	On Track	On Track	On Track	Wayfinding/Intercultural Heritage and Placemaking Plan coordination continues.
→Attracting and maximizing benefits of conferences/events (FCM, SWANA, Kimberlite, SHDIC etc.)	Delayed	Delayed	Delayed	On Track	Ongoing. FCM board meeting deferred from Fall 2021 to 2023 .
→Land & Infrastructure certainty for tourism	Delayed	Delayed	Delayed	On Track	Ongoing - Lobbying GNWT for process on transfer of vacant Commissioners Lands to the City.

→Sports tourism (e.g. SHDIC) City is promoting YK as a venue for NWT and national sport tourism.

On Track			
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**1.2 Maximize benefits from an expanded post-secondary institution.**

→Continue lobbying for a university Ongoing.

On Track			
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→Develop response to feasibility study Completed in 2020.

Complete			
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→Land & Infrastructure certainty for YK Campus The City has entered into an MOU to advance the Polytechnic location.

On Track			
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→Liaising with other local governments (Smith/Inuvik) Continue to collaborate.

On Track			
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→Support partner-led strategies to advance post-secondary in YK Engage in Aurora College post-secondary strategic planning.

On Track			
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**1.3 Refresh and implement a Yellowknife economic development strategy.**

→Economic Development Strategy 2020-2024 Implementation Plan adopted.

On Track			
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→Mayor's Task Force on Economic Development The City has entered into an MOU to advance the Polytechnic location.

On Track			
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→Opportunities North Deferred by the respective Chambers of Commerce (NWT, AB, Yukon).

Delayed			
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→CEDI Joint Economic Development Strategy approved by City and YKDFN. Implementation Plan rolling out.

On Track			
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→Retail Revitalization Findings to be incorporated into downtown revitalization plans.

On Track			
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→Cold weather testing working group Cold weather testing continues, however is impacted by COVID-19. City, GNWT and NWTT partnering with industry.

On Hold			
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→Agriculture Strategy GROW Implementation plan adopted, rolling out.

On Track			
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→Giant Mine	On Track				Socio-economic progress by Canada has been delayed due to COVID - continued lobbying for maximizing benefits of Giant Mine remediation to Ykers and Northerners.
→YZF Economic Group	Delayed				City and YKDFN lobbying GNWT for a role on this... no uptake yet.

**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	Complete				
→Water rate structure renewal	Delayed				Review is underway but challenges created delays that will likely see stakeholder consultation postponed until early 2023 with rate revisions contemplated for mid-2023.
→Ongoing budget process improvements	On Track				Ongoing .
→Develop a long-term financial plan	On Track				Ongoing as the current plan is being reviewed regularly and updated, now being informed by asset management.
→Asset management roadmap	On Track				AM Policy approved by Council; Asset Registry, Levels of Service, Risk Management, and Imagery Data Collection and Use Directives developed and approved; focus is now on populating the Asset Registry and collecting condition assessment data.
→Properly resource asset management and implementation	On Track				Budget resources are being allocated to achieve the tasks in the Asset Management Roadmap; staff changes have slowed momentum.

2.2 Integrate a culture of continuous improvement into corporate culture.

→Long-term safety training plan	On Track				Additional resources in Budget 2021; Safety training plan being implemented, including Field Level Hazard Assessment Training.
→Staff charter	Delayed				Scheduled to resume 2023.
→Training and development objectives for each employee	On Track				New HR Directives address this; Talent Management Strategy will supplement.
→Update training and development procedures	On Track				New HR Directives address this; Talent Management Strategy will supplement.
→Update employee recognition program	On Track				New HR Directives address this; Talent Management Strategy will supplement.
→Establish a process improvement program	Delayed				
→Professional development for Council	Ongoing				George Cuff engaged to provide advice on Council committees; Christina Benty on Asset Management Sheldon Toner, Integrity Commissioner; CRRF training was planned for 2022 but they had to defer to 2023.
→Implement a manageable and staged process for the regular review of City policies and procedures	Delayed				2021 one time COVID funding and Budget 2022 resources for policy and legislation support will advance longstanding reviews.
• Establish a policy development and review process	Delayed				
• Establish a tracking mechanism	Delayed				
→Develop and implement a plan for City staff retention and succession planning	On Track				HR Directives addresses, Budget 2022 includes resources for Talent Management Strategy.
• Enhanced benefits/incentives package	On Track				Competitive benefits and terms of employment; opportunities through collective bargaining to support staff.

• Enhanced management competencies training	On Track				Management training plan underway since Sept 2019; currently considering options to enhance through Talent Management Strategy.
• Strategy to market City of Yellowknife as an Employer of Choice	On Track				HR Directives, terms of employment, Talent Management Strategy. Anticipated completion Fall 2022.
• Recruitment strategy	On Track				Talent Management Strategy.
• Ongoing employee satisfaction survey and follow up action plans	Delayed				2018 EESS and Action Plan. Ongoing implementation of 2021 EESS 2021 Action Plan.
• Salary framework review	Complete				Completed in 2021.

**2.3 Confirm clear service level standards for key City programs and services.**

→Performance Measures	On Track				The City attained platinum certification under the World Council on City Data (WCCD) ISO 37120 process for its 2018, 2019, and 2020 data, and efforts are underway to obtain certification for our 2021 data.
• Create list of “key” high demand and/or resource intensive programs.	On Track				AM Steering Committee is developing a Service Registry and associated Levels of Service for all City services .
• Prioritize and establish service levels for those identified	On Track				Design standards under development. YKFD service levels confirmed in 2020. Corporate-wide services have been defined as part of the Asset Management Framework; standards will be established and supporting data will be collected as resources allow.
• Appropriate resources (human and financial) for service standards	Delayed				Services have been defined as part of the Asset Management framework; supporting data is being collected as resources allow.
• Create reporting mechanism (i.e. Dashboard)	On Track				Consider how to expand WCCD info; Build into Service Registry work.
• Citizen Survey	Cancelled				Council removed from Budget 2021.

**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	Complete				Overall Update to Building By-law 2022 Q1. Consideration of NBC changes will be monitored.
→Security and protection of the City's drinking water	On Track				Replacement of water submarine line is underway; 75% of funding secured. Water licence renewal completed, now being implemented.
→Asset management plans (capital planning process/budgets)	On Track				The Asset Management framework has been developed, service standards are being developed, and condition assessment data is being collected. Budget 2023 capital projects were evaluated through the asset management lens.
→Community Plan	Complete				Approved in July 2020
→Energy retrofits / Local Improvement Charge	On Track				Member of FCM Community Eco-efficiency Acceleration Program (CEAP) to confirm process for program development in YK.
→Community& Corporate Energy Plan Implementation	On Track				Ongoing - five year review in 2020. Focus reaffirmed for projects with big impact: district energy framework and biomass.
→Strategic Waste Management Implementation Plan	On Track				Ongoing.
→Emergency management addressing climate change (Wildland Fire Mitigation)	On Track				Collaboration with YKDFN in 2020. Part of 2022 NWTAC submission for DMAF funding proposal for NWT wide wildland fire management.

### 3.2 Redefine Public Transit

→Public transit study and implementation	On Track				Public Transit review presented to Council ; implementation plan under development for 2023.
→Lobby Canada on PTIF flexibility	Complete				Successful in reallocatiing \$7.5M of PTIF funding to green municipal infrastructure (2022).

### 3.3 Work with partners to address pressing social issues.

→Good neighbour agreements	On Track				Participate as needed.
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→Enhance strategies to address disturbances in City facilities	On Track				Visibility, presence in Facilities, Parks and Trails by MED. MED shift to a community policing model ensures presence.
→Continue lobbying efforts with GNWT	On Track				Ongoing collaboration with MLAs, HSS and other relevant Departments.
→Explore funding/grant opportunities to support the 10 Year Plan	Delayed				Doubling of Reaching Home funding for 2020, 2021, 2022 and 2023.

**3.4 Develop a City of Yellowknife Arts and Culture Master Plan.**

→Pilot securing non-commercial gallery space	On Track				Included as part of new Visitors Information Centre, to be unveiled Fall 2022.
→Develop Master Plan	On Track				Arts & Culture Master Plan to be presented to Council in Fall 2022.
→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 in a COVID context - Winter 2021 Outdoor Activities strategy.
→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, in a COVID context, including sponsorship of "Strong People, Strong Communities" murals.

**Goal 4: Driving Strategic Land Development and Growth Opportunities**

**4.1 Diversify development options.**

→Development Incentive By-law	On Track				Bring options to Council in Q1 2023.
→Community Plan	Complete				Community Plan approved in 2020.
→Zoning By-law Revisions	Complete				Zoning By-law completed 2022 Q1.

→Land & Infrastructure certainty



Land Applications submitted, surveying funds included in Budget 2022; awaiting GNWT process to transfer vacant Commissioner's Land within municipal boundary to the City. Respecting YKDFN/Akaiitcho interim land withdrawals.

→Policy and program ideas that incentivize



To be aligned with Development Incentive options above.

4.2 Promote development across the City.

→Pre-permit meetings (PD; PWE)



Pre-permit meetings have started and form part of the development review process.

→Downtown Revitalization Vision



Theia Report and Retail Revitalization recommendations reviewed and refreshed approach proposed - will come forward 2023 Q1. Interim COVID supports for downtown businesses implemented 2020, 2021. Visitor Info Centre a key revitalization 'anchor'.