



2019-2022 Goals and Objectives

● Not started ● On Track ● Delayed ● Deferred ● 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	On Track				VS model being considered in light of new Visitor Information Centre framework
→Regulate short term rentals	Delayed				Short term rental regulatory framework under development, with Zoning Bylaw.
→Tourism strategy renewal	Delayed				Currently awaiting GNWT tourism strategy renewal before refreshing the City strategy.
→By-law for hotel levy implementation	Delayed				Awaiting resolution of short term rental policy framework.
→Establish DMO	Delayed				Awaiting resolution of short term rental policy framework.
→Repeal and replace Business License By-law	Delayed				2021 one-time COVID support for businesses - offset licence fees
→Wayfinding Strategy	On Track				Wayfinding/Intercultural Heritage and Placemaking Plan coordination continues
→Attracting and maximizing benefits of conferences/events (FCM, SWANA, Kimberlite, SHDIC etc.)	Delayed				Ongoing. FCM board meeting deferred from Fall 2021 to 2023
→Land & Infrastructure certainty for tourism	Delayed				Ongoing - working through P&D on transfer of vacant Commissioners Lands to the City
→Sports tourism (e.g. SHDIC)	On Track				City attended virtual sport tourism promotional conference 2021.
1.2 Maximize benefits from an expanded post-secondary institution.					
→Continue lobbying for a university	On Track				ongoing
→Develop response to feasibility study	On Track				Completed in 2020
→Land & Infrastructure certainty for YK Campus	On Track				Ongoing
→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				Implementation Plan developed and being implemented
→Mayor's Task Force on Economic Development	On Track				Continuing to provide advice and oversight.

→Opportunities North	Delayed				Postponed
→CEDI	On Track				Joint Economic Development Strategy approved by City and YKDFN. Work underway on Implementation Plan
→Retail Revitalization	On Track				Findings to be incorporated into downtown revitalization plans.
→Cold weather testing working group	On Hold				Cold weather testing continues, however is impacted by COVID-19. City, GNWT and NWTT partnering with industry.
→Agriculture Strategy	On Track				Agriculture - Implementation plan Q2 2021
→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

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	On Track				Review is underway. 2021 Q4 target
→Ongoing budget process improvements	On Track				
→Develop a long-term financial plan	On Track				Ongoing as the current plan will be reviewed regularly and updated, especially as it is informed by asset management.
→Asset management roadmap	Complete				AM Policy approved. Service standards framework, asset registry under development
→Properly resource asset management and implementation	On Track				

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. COVID - Safe Work Practices
→Staff charter	Delayed				September 2019 workshop. Scheduled to resume 2021 Q4
→Training and development objectives for each employee	On Track				HR Directives address this
→Update training and development procedures	On Track				HR Directives address this
→Update employee recognition program	On Track				HR Directives address this
→Establish a process improvement program	Delayed				
→Professional development for Council	Ongoing				George Cuff engaged to provide advice on Council committees; Christina Benty, Asset Management Sheldon Toner, Integrity Commissioner

→Implement a manageable and staged process for the regular review of City policies and procedures	Delayed				2021 one time COVID funding used to support policy and legislation support to 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	Delayed				HR Directives addresses, along with other corporate culture initiatives
• Enhanced benefits/incentives package	On Track				Bargaining seeks to address. Employee Wellness Plan being updated.
• 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. Expanded to supervisors. Current management training being reviewed with consideration re options to enhance
• Strategy to market City of Yellowknife as an Employer of Choice	On Track				Top 100 Employer nomination
• Recruitment strategy	On Track				HR Directives address this, highlighting diversity. Actual strategy proposed for 2022
• Ongoing employee satisfaction survey and follow up action plans	Delayed				EESS2021 launched in April 2021. Action Plan being developed
• Salary framework review	On Track				Completed in 2021

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

→Performance Measures	On Track				City obtained ISO certification on 104 key indicators with World Council on City Data (WCCD) through Infrastructure Canada in Years 1 and 2; Year 3 data collection is underway.
• 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. AM Steering Committee is developing a Service Registry and associated Levels of Service for all City services .
• Appropriate resources (human and financial) for service standards	Delayed				
• Create reporting mechanism (i.e. Dashboard)	On Track				To flow from Service Registry and Levels of Service work being done under the AM initiative.
• 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
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→Security and protection of the City's drinking water	On Track				Planning underway for replacement of water submarine line. Water licence renewal in process.
→Asset management plans (capital planning process/budgets)	On Track				Underway
→Community Plan	Complete				Approved in July 2020
→Energy retrofits / Local Improvement Charge	On Track				Member of FCM Community Eco-efficiency Acceleration Program (CEAP) to gauge best practices for program development in YK
→Community & Corporate Energy Plan Implementation	On Track				Ongoing - five year review in 2020. Focus on district energy
→Strategic Waste Management Implementation Plan	On Track				Ongoing.
→Emergency management addressing climate change (Wildland Fire Mitigation)	On Track				Collaboration with YKDFN in 2020. Ongoing resources to support wildland mitigation in 2021,2022
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	On Track				
3.3 Work with partners to address pressing social issues.					
→Good neighbour agreements	On Track				Participate as needed
→Enhance strategies to address disturbances in City facilities	On Track				Visibility, presence in Facilities, Parks and Trails by MED.
→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	On Track				City is the Community Entity under the federal Reaching Home program. Ongoing action to allocate RH funding as well as emergency one time COVID funding. 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				Underway as part of new Visitors Information Centre
→Develop Master Plan	On Track				RFP seeking consultant closes early July 2021
→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 Healthy Communities mural project
Goal 4: Driving Strategic Land Development and Growth Opportunities					
4.1 Diversify development options.					
→Development Incentive By-law	Delayed				Plans to revise - align with Zoning By-law.

→Community Plan	Complete				Community Plan approved in 2020
→Zoning By-law Revisions	On Track				Zoning By-law overhaul underway - to be presented to Council Fall 2021 ; links to development & design standards project.
→Land & Infrastructure certainty	On Track				Discussions underway with GNWT on transfer of vacant Commissioner's Land within our boundary to the City. Pending YKDFN/Akaitcho process.
→Policy and program ideas that incentivize	Delayed				To be aligned with new Zoning By-law
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	Delayed				Theia Report and Retail Revitalization recommendations will be incorporated. Patio Program being expanded beyond Downtown restaurants to support all retail impacted by COVID. Visitor Information Centre relocation contributes to this. Refresh of development incentives for 50/50 lot