

## COUNCIL'S GOALS & OBJECTIVES 2019-2022 ACTION PLAN

OBJECTIVE	INITIATIVE	INDICATOR	POTENTIAL MEASURES	ACTION	LEAD	TIME-LINE
<b>Goal 1: Growing and Diversifying our Economy</b>						
1.1 Foster a robust and diversified tourism sector.	Implement a governance structure for the DMO and visitor's services that will be effective in attracting, serving and maximizing the economic benefits of tourists.	Tourists  Businesses supporting tourism and hospitality	Number of tourists  Number of countries represented  Number of tour types (e.g., aurora, F&F visit, package tour, conference, etc.)  Number of tourism operators  Number of tourism/hospitality related business licences  YK GDP linked to tourism	<ul style="list-style-type: none"> <li>• Bring forward visitor's services model</li> <li>• Regulate short term rentals</li> <li>• Tourism strategy renewal</li> <li>• By-law for hotel levy implementation</li> <li>• Establish DMO</li> <li>• Repeal and replace Business License Bylaw</li> <li>• Wayfinding Strategy</li> <li>• Attracting and maximizing benefits of conferences/events (FCM, SWANA, Kimberlite, HDIC etc.)</li> <li>• Land &amp; infrastructure certainty for tourism</li> <li>• Sports tourism (e.g. HDIC, Francophone Games)</li> <li>• Cold weather testing</li> </ul>	PCED	<p style="color: red; text-align: center;">2019</p> <p style="color: purple; text-align: center;">2020</p> <p style="color: green; text-align: center;">2021</p> <p style="color: blue; text-align: center;">Ongoing</p>

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1.2 Maximize benefits from an expanded post-secondary institution.	Continue to advocate for an expanded post-secondary institution in Yellowknife.	<i>No indicators at this time</i>		<ul style="list-style-type: none"> <li>Continue UPAC lobbying efforts</li> <li>Develop response to feasibility study</li> <li>Land &amp; infrastructure certainty for YK Campus</li> </ul>	PCED	Ongoing
	Work with partners to maximize the community and economic development benefits from an expanded post-secondary institution in Yellowknife.	<i>No indicators at this time</i>		<ul style="list-style-type: none"> <li>Continue UPAC Lobbying efforts</li> <li>Liaising with other local governments (Smith/Inuvik)</li> <li>Supporting partner-led strategies to advance post secondary in YK</li> </ul>	PCED	Ongoing
1.3 Refresh and implement a Yellowknife economic development strategy.	Work with local residents, businesses, and community organizations to refresh and action an economic development strategy for the City.	Economic vitality	Number and diversity of business licences  Business confidence survey finding  City of YK employment rate  City of YK population growth	<ul style="list-style-type: none"> <li>Ec Dev Strategy for 2020-2025</li> <li>Mayor's Task Force – Ec Dev. Strategy</li> <li>Opportunities North</li> <li>CEDI</li> <li>Retail revitalization</li> <li>Cold weather testing working group</li> <li>Agriculture strategy</li> <li>Giant Mine</li> <li>YZF Economic group</li> </ul>	PCED	2019  2019 & Ongoing  2019-21 2019  2020  Ongoing

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<b>Goal 2: Delivering Efficient and Accountable Government</b>						
2.1 Enhance long-term financial and asset management planning.	Develop a long-term financial plan to ensure the fiscal sustainability and affordability of the City.	Fiscal stability  Predictable, affordable property tax rates	Unqualified Audit  Credit Rating  Adherence to fiscal policies  Municipal W/S and property taxes are less than X%* of average household income	<ul style="list-style-type: none"> <li>• Budget policy renewal (Task Force)</li> <li>• Fees and charges policies</li> <li>• Water rate structure renewal</li> <li>• Ongoing budget process improvements</li> <li>• Tools that enhance efficiency</li> <li>• Develop a long-term financial plan</li> </ul>	CORP	2019  2020  2021  Ongoing
	Develop and resource an asset management plan to guide long-term decision-making.	Infrastructure and asset lifespan	Alignment of asset management plan and Annual Budget  Number, and value of, special capital funding requests	<ul style="list-style-type: none"> <li>• Asset management roadmap</li> <li>• Properly resource Asset Management development and implementation</li> </ul>	CORP	2019  2020 & Ongoing
2.2 Integrate a culture of continuous improvement into corporate culture.	Invest in professional development for staff and Council.	Employee engagement	Number of training and development opportunities for staff	<ul style="list-style-type: none"> <li>• Long term safety training plan</li> <li>• Staff Charter</li> <li>• Training and development objectives for the upcoming year included in every employee's performance appraisal</li> <li>• Overhaul training and development procedures for</li> </ul>	SAO	2019  2020
		Innovation recognition  Council training	Targeted learning and training vs actual training taken by staff			

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			Number of employee ideas (implemented?)  One Council training session/year	<ul style="list-style-type: none"> <li>staff</li> <li>• Employee Recognition program overhaul</li> <li>• Continuous improvement skills for staff – training in this area</li> <li>• Establish a process improvement program</li> </ul>		2021
	Implement a manageable and staged process for the regular review of City policies, processes, long-term plans and programs on a set cycle to ensure relevance and drive continuous improvement.	Development & review process for: <ul style="list-style-type: none"> <li>- Operational bylaws</li> <li>- Policies (Internal &amp; External)</li> <li>- Procedures</li> </ul>	Target for development and review is met	<ul style="list-style-type: none"> <li>• Identify when new policies/procedures are required and develop appropriately</li> <li>• Establish a policy development and review process.</li> <li>• Establish a tracking mechanism</li> <li>• Tracking performance mechanism. <ul style="list-style-type: none"> <li>○ Dashboard, KPI, etc.</li> </ul> </li> </ul>	PCED / ALL	Annually  2020 2020  2021
	Develop and implement a plan for City staff retention and succession to manage	Staff retention  Staff engagement	% staff turnover  Retention by length of	<ul style="list-style-type: none"> <li>• Enhanced benefits/incentives package</li> <li>• Enhanced management competencies training plan</li> <li>• City staff charter</li> </ul>	SAO	2019 & ongoing

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	program and operations impacts.	Management competencies	service Employee Engagement & Satisfaction survey results Management training and development	<ul style="list-style-type: none"> <li>• Strategy to market City of YK as an employer of Choice</li> <li>• Recruitment strategy</li> <li>• Ongoing bi-annual employee satisfaction survey and follow up action plans.</li> <li>• Salary framework review.</li> <li>• Work/life balance</li> <li>• Appropriately staff to meet service levels</li> </ul>		<p style="text-align: center;">2020</p> <p style="text-align: center;">2020 &amp; 2022</p> <p style="text-align: center;">2021</p> <p style="text-align: center;">Ongoing</p>
2.3 Confirm clear service level standards for key City programs and services.	Establish, monitor, and report service level standards for the City's high demand and/or resource intensive programs and services to support performance management and longer-term resource allocation decisions.	Service level standards	<p>Criteria for 'key' programs established</p> <p>Service levels are established, measured and reported on</p> <p>Services levels are met an acceptable amount of times</p>	<ul style="list-style-type: none"> <li>• Create list of "key" high demand and/or resource intensive programs. <ul style="list-style-type: none"> <li>○ E.G., WE WILL RETURN CALLS FROM THE PUBLIC WITHIN 1 BUSINESS DAY</li> </ul> </li> <li>• Prioritize and establish service levels for those identified.</li> <li>• Appropriate resources (human and financial) for service standards.</li> <li>• Create reporting mechanism (i.e. Dashboard).</li> </ul>	SAO / ALL	<p style="text-align: center;">2020</p> <p style="text-align: center;">2020 &amp; Ongoing</p> <p style="text-align: center;">2021</p>

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<b>Goal 3: Ensuring a high quality of Life for All, including future generations</b>						
		Quality of Life	% of residents citing positive change	<ul style="list-style-type: none"> <li>• Citizen Survey</li> </ul>		2020
3.1 Prioritize adaption to, and mitigation of, climate change.	Review and prioritize efforts that the City can implement to mitigate and adapt to climate change, including applying a climate change lens when evaluating City initiatives and activities and continuing to implement relevant plans.	City GHG emissions  Mitigation efforts	Reduction in City GHG emissions	<ul style="list-style-type: none"> <li>• Emergency management addressing climate change (Wildfire mitigation)</li> <li>• Energy Efficiency amendments to Building Bylaw</li> <li>• Security and protection of the City's drinking water</li> <li>• Asset management plans               <ul style="list-style-type: none"> <li>○ Capital planning process/budgets</li> </ul> </li> <li>• Community Plan recommendations</li> <li>• Agriculture Strategy</li> <li>• Program Design: Energy retrofits LIC</li> <li>• Community Energy Plan Implementation</li> <li>• Strategic Waste Management Implementation Plan</li> </ul>	PWE	Annually  2019 2019-2027  2020 & Ongoing  2020  2021  Ongoing to 2025 Ongoing to 2028

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3.2 Redefine public transit.	Strengthen the service model to respond to user needs, and to attract new users to the system.	Public Transit	Increase in public transit ridership % of costs recovered from user fees	<ul style="list-style-type: none"> <li>Public transit study and implementation.</li> <li>Lobby Canada on PTIF flexibility.</li> </ul>	PWE	2020
3.3 Work with partners to address pressing social issues.	Work with partners to address public disturbances.	Public disturbances	Decrease in RCMP/MED complaints about public disturbances  Perception of quality of life in YK	<ul style="list-style-type: none"> <li>Good neighbour agreements.</li> <li>Enhance strategies to address disturbances in City facilities.</li> <li>Continue lobbying efforts with GNWT.</li> </ul>	PS/CS	Ongoing
	Focus on bringing partners and funding to support the implementation of the City's 10-year plan to end homelessness	Homelessness	Reduction in people experiencing homelessness  Number of people and families housed	<ul style="list-style-type: none"> <li>Explore funding/grant opportunities to support the 10 Year Plan.</li> <li>Continue to lobby other orders of government.</li> </ul>	CS	2019–24  Ongoing
3.4 Develop a City of Yellowknife Arts and Culture Master Plan.	The City will engage the community in developing an Arts and Culture Master Plan to guide long-term decision-making and investment in arts and culture.	Robust public art and culture presence in YK	Number of festivals/events  Perception of arts  TBD out of the Master Plan	<ul style="list-style-type: none"> <li>Continue and expand City support of arts (i.e., transformer painting, snow sculptures, banners, etc.)</li> <li>Pilot securing non-commercial gallery space.</li> <li>Develop Master Plan.</li> <li>Enhance City support for arts festivals. (i.e., Snow King, Ramble &amp; Ride, Longshadow, etc.)</li> </ul>	CS	Annually  2020  2021  Ongoing

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<b>Goal 4: Driving Strategic Land Development and Growth Opportunities</b>						
4.1 Diversify development options	Develop policies and programs that incent local investment in the development of diverse housing stock, commercial, and industrial options	Growth and Development	Number of development permits by type  Uptake of incentives	<ul style="list-style-type: none"> <li>• Development Incentive Bylaw.</li> <li>• Community Plan recommendations.</li> <li>• Zoning Bylaw revisions.</li> <li>• Land &amp; infrastructure certainty.</li> <li>• Policy and program ideas that incentivize</li> </ul>	PD	2020  2021  Ongoing
4.2 Promote development across the City.	Streamline the planning and building regimes to ensure greater consistency in requirements and clarity in fulfilling approval conditions.	Efficient & timely development processes	% of time that timelines for development process milestones are met	<ul style="list-style-type: none"> <li>• Pre-permit meetings.</li> <li>• Retail Revitalization.</li> <li>• Theia report.</li> <li>• Incorporate the Development services process review into Development Standards.</li> <li>• Certainty of process.</li> <li>• Consistent staff resources/tools/guidelines.</li> <li>• Downtown Vision.</li> <li>• Transparency, consistency, staff training and clear expectations.</li> </ul>	PD	2019 2019 & Onwards  2020  Ongoing



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	Work with the development community to design policies and plans that support the development or redevelopment of properties in the downtown	Vibrant downtown	Growth of commercial and residential development permits for downtown  Number of new business licenses in the downtown		PD	