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

<table>
<thead>
<tr>
<th>OBJECTIVE</th>
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<tbody>
<tr>
<td><strong>Goal 1: Growing and Diversifying our Economy</strong></td>
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<td>PCED</td>
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| 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 | • Bring forward visitor’s services model  
• Regulate short term rentals  
• Tourism strategy renewal  
• By-law for hotel levy implementation  
• Establish DMO  
• Repeal and replace Business License Bylaw  
• Wayfinding Strategy  
• Attracting and maximizing benefits of conferences/events (FCM, SWANA, Kimberlite, HDIC etc.)  
• Land & infrastructure certainty for tourism  
• Sports tourism (e.g. HDIC, Francophone Games)  
• Cold weather testing | | |
<p>| | | | | | | 2019 |
| | | | | | | 2020 |
| | | | | | | 2021 |
| | | | | | | Ongoing |</p>
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| 1.2       | Maximize benefits from an expanded post-secondary institution. | No indicators at this time | • Continue UPAC lobbying efforts  
• Develop response to feasibility study  
• Land & infrastructure certainty for YK Campus | PCED | Ongoing |
|           | Continue to advocate for an expanded post-secondary institution in Yellowknife. | No indicators at this time | • Continue UPAC Lobbying efforts  
• Liaising with other local governments (Smith/Inuvik)  
• Supporting partner-led strategies to advance post secondary in YK | PCED | Ongoing |
| 1.3       | Work with partners to maximize the community and economic development benefits from an expanded post-secondary institution in Yellowknife. | No indicators at this time | Economic vitality | PCED | 2019  
2019 & Ongoing  
2019-21  
2020  
Ongoing |
| Refresh and implement a Yellowknife economic development strategy. | Number and diversity of business licences  
Business confidence survey finding  
City of YK employment rate  
City of YK population growth | • Ec Dev Strategy for 2020-2025  
• Mayor’s Task Force – Ec Dev. Strategy  
• Opportunities North  
• CEDI  
• Retail revitalization  
• Cold weather testing working group  
• Agriculture strategy  
• Giant Mine  
• YZF Economic group | PCE | 2019  
2019 & Ongoing  
2019-21  
2020  
Ongoing |
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<td>Goal 2: Delivering Efficient and Accountable Government</td>
<td>Develop a long-term financial plan to ensure the fiscal sustainability and affordability of the City.</td>
<td>Fiscal stability Predictable, affordable property tax rates</td>
<td>Unqualified Audit Credit Rating Adherence to fiscal policies Municipal W/S and property taxes are less than X%* of average household income</td>
<td>• Budget policy renewal (Task Force) • Fees and charges policies • Water rate structure renewal • Ongoing budget process improvements • Tools that enhance efficiency • Develop a long-term financial plan</td>
<td>CORP</td>
<td>2019 2020 2021 Ongoing</td>
</tr>
<tr>
<td></td>
<td>Develop and resource an asset management plan to guide long-term decision-making.</td>
<td>Infrastructure and asset lifespan</td>
<td>Alignment of asset management plan and Annual Budget Number, and value of, special capital funding requests</td>
<td>• Asset management roadmap • Properly resource Asset Management development and implementation</td>
<td>CORP</td>
<td>2019 2020 &amp; Ongoing</td>
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<td>2.2 Integrate a culture of continuous improvement into corporate culture.</td>
<td>Invest in professional development for staff and Council.</td>
<td>Employee engagement Innovation recognition Council training</td>
<td>Number of training and development opportunities for staff Targeted learning and training vs actual training taken by staff</td>
<td>• Long term safety training plan • Staff Charter • Training and development objectives for the upcoming year included in every employee’s performance appraisal • Overhaul training and development procedures for</td>
<td>SAO</td>
<td>2019 2020</td>
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|           | Number of employee ideas (implemented?) | One Council training session/year | staff  
- Employee Recognition program overhaul  
- Continuous improvement skills for staff – training in this area  
- Establish a process improvement program | | | 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:  
- Operational bylaws  
- Policies (Internal & External)  
- Procedures | Target for development and review is met | Identify when new policies/procedures are required and develop appropriately  
- Establish a policy development and review process.  
- Establish a tracking mechanism  
- Tracking performance mechanism.  
  o Dashboard, KPI, etc. | PCED / ALL | Annually |
| Develop and implement a plan for City staff retention and succession to manage | Staff retention  
- Staff engagement | % staff turnover  
Retirement by length of | Enhanced benefits/incentives package  
- Enhanced management competencies training plan  
- City staff charter | SAO | 2019 & ongoing |
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| 2.3       | Ensure program and operations impacts. | Management competencies | Service | • Strategy to market City of YK as an employer of Choice  
• Recruitment strategy  
• Ongoing bi-annual employee satisfaction survey and follow up action plans.  
• Salary framework review.  
• Work/life balance  
• Appropriately staff to meet service levels | | SAO / ALL | 2020 |

| 2.3       | Ensure clear service level standards for key City programs and services. | Service level standards | Criteria for ‘key’ programs established | • Create list of “key” high demand and/or resource intensive programs.  
- E.G., WE WILL RETURN CALLS FROM THE PUBLIC WITHIN 1 BUSINESS DAY  
- Prioritize and establish service levels for those identified.  
- Appropriate resources (human and financial) for service standards.  
- Create reporting mechanism (i.e. Dashboard). | | SAO / ALL | 2020 & Ongoing |

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<td>Goal 3: Ensuring a high quality of Life for All, including future generations</td>
<td>Quality of Life</td>
<td>% of residents citing positive change</td>
<td>• Citizen Survey</td>
<td></td>
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<tr>
<td>3.1 Prioritize adaption to, and mitigation of, climate change.</td>
<td>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.</td>
<td>City GHG emissions Mitigation efforts</td>
<td>Reduction in City GHG emissions</td>
<td>• Emergency management addressing climate change (Wildfire mitigation)</td>
<td>PWE</td>
<td>Annually</td>
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<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>• Energy Efficiency amendments to Building Bylaw</td>
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<td>2019</td>
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<td></td>
<td></td>
<td></td>
<td></td>
<td>• Security and protection of the City’s drinking water</td>
<td></td>
<td>2019-2027</td>
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<td></td>
<td></td>
<td></td>
<td></td>
<td>• Asset management plans</td>
<td></td>
<td>2020 &amp; Ongoing</td>
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<td></td>
<td></td>
<td></td>
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<td>o Capital planning process/budgets</td>
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<td>2020</td>
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<td></td>
<td></td>
<td></td>
<td></td>
<td>• Community Plan recommendations</td>
<td></td>
<td>2021</td>
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<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>• Agriculture Strategy</td>
<td></td>
<td>Ongoing to 2025</td>
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<td></td>
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<td></td>
<td></td>
<td>• Program Design: Energy retrofits LIC</td>
<td></td>
<td>Ongoing to 2028</td>
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<td></td>
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<td></td>
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<td>• Community Energy Plan Implementation</td>
<td></td>
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<td></td>
<td></td>
<td></td>
<td></td>
<td>• Strategic Waste Management Implementation Plan</td>
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| 3.2       | 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 | • Public transit study and implementation.  
• Lobby Canada on PTIF flexibility. | PWE | 2020 |
| 3.3       | Work with partners to address public disturbances. | Public disturbances | Decrease in RCMP/MED complaints about public disturbances Perception of quality of life in YK | • Good neighbour agreements.  
• Enhance strategies to address disturbances in City facilities.  
• Continue lobbying efforts with GNWT. | 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 | • Explore funding/grant opportunities to support the 10 Year Plan.  
• Continue to lobby other orders of government. | CS | 2019–24 |
| 3.4       | 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 | • Continue and expand City support of arts (i.e., transformer painting, snow sculptures, banners, etc.)  
• Pilot securing non-commercial gallery space.  
• Develop Master Plan.  
• Enhance City support for arts festivals. (i.e., Snow King, Ramble & Ride, Longshadow, etc.) | CS | Annually |

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<td></td>
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<td><strong>Goal 4: Driving Strategic Land Development and Growth Opportunities</strong></td>
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| 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 | • Development Incentive Bylaw.  
• Community Plan recommendations.  
• Zoning Bylaw revisions.  
• Land & infrastructure certainty.  
• Policy and program ideas that incentivize | PD | 2020 |
| | | | Uptake of incentives | | | |
| | | | • Development Incentive Bylaw.  
• Community Plan recommendations.  
• Zoning Bylaw revisions.  
• Land & infrastructure certainty.  
• Policy and program ideas that incentivize | PD | 2021 |
| | | | • Pre-permit meetings.  
• Retail Revitalization.  
• Theia report.  
• Incorporate the Development services process review into Development Standards.  
• Certainty of process.  
• Consistent staff resources/tools/guidelines.  
• Downtown Vision.  
• Transparency, consistency, staff training and clear expectations. | PD | 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 | | | |
| | | | • Pre-permit meetings.  
• Retail Revitalization.  
• Theia report.  
• Incorporate the Development services process review into Development Standards.  
• Certainty of process.  
• Consistent staff resources/tools/guidelines.  
• Downtown Vision.  
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**PD** indicates the lead officer. The time-line is given in the last column.
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<td>Work with the development community to design policies and plans that support the development or redevelopment of properties in the downtown</td>
<td>Vibrant downtown</td>
<td>Growth of commercial and residential development permits for downtown</td>
<td>Number of new business licenses in the downtown</td>
<td>PD</td>
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