

WALKING FORWARD TOGETHER

City of Yellowknife Reconciliation Advancement Plan

2026 to 2027 Strategic Implementation Framework

With Communications Plan

Prepared for

City of Yellowknife

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1. Executive Summary

Purpose

This report provides the City of Yellowknife with a practical framework to move Reconciliation from commitment into coordinated municipal practice.

It builds on the City's existing work and sets out a focused implementation approach for 2026 to 2027.

It is designed to help Council, administration, departments, and partners move forward with clarity, discipline, and continuity.

Where Yellowknife is now

Yellowknife is not starting from the beginning. The City has already built a meaningful foundation through:

- its Reconciliation Framework and living Action Plan
- relationship building with Indigenous governments and partners
- public engagement and civic reflection
- practical action in areas such as language visibility, culture, public space, public safety, and economic development

Engagement confirmed that the direction is clear. The next phase of work is not about further visioning. It is about coordinated implementation. Residents, staff, and Indigenous partners identified the same needs:

1. clearer roles
2. stronger coordination
3. realistic pacing
4. visible outcomes
5. stronger accountability

What this report does

This report translates Yellowknife's longer term Reconciliation vision into a focused two-year implementation framework. It does this by:

- ✓ identifying the City's 2026 to 2027 Strategic Priorities
- ✓ establishing a clear One Year Work Plan
- ✓ setting out a department-by-department implementation approach
- ✓ defining the role of the Partnership Table
- ✓ establishing the Reconciliation Scorecard as the City's central accountability tool
- ✓ providing a communications approach that supports trust, clarity, and continuity over time

What the report is guided by

This framework is grounded in Two Eyed Seeing. One eye brings structure, planning, accountability, and implementation discipline. The other brings relationship, trust, culture, and responsibility to the peoples and homelands that make this work possible.

It is also informed by municipal and institutional practice in Canada and Australia. These examples show that Reconciliation becomes stronger when it is supported by clear governance, shared structures, practical implementation, public reporting, and tools that measure both action and relationship.

Strategic priorities

The report is organized around six Strategic Priorities:

1. Governance and Partnerships
2. Culture and Tourism
3. Housing and Community Well Being
4. Public Safety and Municipal Enforcement
5. Economic Development and Procurement
6. Land, Environment, and Advocacy

Together, these priorities give the City a practical focus for the next two years and create a clear line between strategy, implementation, and accountability.

Year 1 direction: The first year focuses on building the conditions for durable progress.

The City's immediate work is to:

- carry forward the civic foundations already underway
- launch coordinated governance and internal alignment
- advance a small number of early actions under the Strategic Priorities
- establish public accountability through the Reconciliation Scorecard and practical communications
- protect continuity through Council transition

By the end of Year 1, the City will be able to show that:

- ✓ the civic foundations are in place
- ✓ governance is functioning
- ✓ departments are aligned
- ✓ early actions are underway
- ✓ continuity is protected through transition

By the end of 2027, the City will be able to demonstrate that Reconciliation is being carried as part of ordinary municipal practice through stronger governance, clearer accountability, more consistent departmental alignment, and more visible outcomes for residents and partners.

Summary

This report gives Yellowknife a clear way forward by strengthening the one already underway. It positions the City to move from groundwork to implementation, from intention to visible progress, and from isolated efforts to a more coordinated and durable municipal standard for Reconciliation.

2. Yellowknife's Reconciliation Journey, Vision, and Learning

Yellowknife's Reconciliation journey has unfolded over time through relationship building, policy commitments, civic reflection, and practical municipal action. This work has not emerged from a single initiative or moment. It has developed through the City's Reconciliation Framework, living Action Plan, public engagement, growing visibility of Indigenous language and culture, joint economic development efforts, and practical shifts in areas such as public space, Municipal Enforcement, and partnership building. That history matters because it shows that Yellowknife is not beginning from awareness alone. It is building from real groundwork that has already changed how the City understands its role and responsibilities.

That role is significant. Yellowknife is more than a municipal service provider. It is a territorial capital, a service hub, and a civic center whose decisions affect Indigenous governments, residents, institutions, businesses, and families across the North. Housing, land, infrastructure, stewardship, culture, public safety, and economic opportunity all intersect here. As a result, Reconciliation in Yellowknife cannot be treated as a symbolic or isolated file. It must be understood as part of how the City governs, plans, communicates, procures, and partners. This is what makes Yellowknife's opportunity distinct. It has the potential to shape a model of municipal Reconciliation that is both practical and authentically northern.

The longer-term vision proposed through Walking Forward Together reflects that opportunity. It sets a direction for Yellowknife to become a stronger city of Reconciliation over time, one that honours the path opened by cities such as Vancouver and Saskatoon while developing an approach that is rooted in northern realities, Indigenous relationships, and the lived complexity of this place. The ten-year horizon remains important as a north star. It provides a larger civic direction. At the same time, the work now before the City is more focused. The present framework is designed to translate that broader vision into a practical implementation pathway for 2026 to 2027, with clear structures, priorities, and accountability mechanisms that can be carried through the current Council term and into the next.

The engagement process confirmed that this direction is sound. Across residents, staff, leadership, Indigenous governments, and regional partners, the message was consistent. The City is not being asked to return to first principles or pause for more abstract planning. The foundation has been built. What is needed now is clearer roles, realistic pacing, stronger coordination, visible outcomes, and public accountability.

Residents want to see Reconciliation reflected in housing, public safety, culture, and stewardship. Staff want clearer direction, practical tools, and coordination that fits real capacity. Indigenous partners want shared structures, predictable pathways, and collaboration that respects jurisdiction while still moving work forward. This is one of the strongest findings in the report because it confirms that the next phase of work is not about proving why Reconciliation matters. It is about organizing for delivery.

External research reinforces this direction. Australia's Reconciliation Action Plan framework shows what it looks like when Reconciliation is treated as a disciplined practice rather than an aspiration alone. Its progression from Elevate to Reflect and Innovate to Stretch all demonstrates that stronger practice is built through governance, reporting, clearer responsibilities, and increasingly mature systems for accountability and public visibility.

The most useful lesson for Yellowknife is not to replicate Australia’s model directly, but to recognize that Reconciliation grows stronger when it has a maturity pathway, shared structures, and tools that measure both action and relationship. Yellowknife already shows many characteristics of a more mature municipal framework. It has moved beyond early-stage awareness building and is now at the point where governance infrastructure, department level integration, and public accountability need to be strengthened.

Canadian municipal examples reinforce a similar lesson. Cities such as Vancouver and Saskatoon show that municipal Reconciliation becomes more visible and durable when it is connected to policy, governance, public identity, community learning, and ongoing reporting. These examples confirm that cities can carry Reconciliation as part of ordinary civic practice rather than leaving it confined to statements or special initiatives. For Yellowknife, this matters because it affirms that the work ahead is both possible and necessary. The City does not need to invent a new model, it needs to adapt strong lessons to its own context and build on the foundation it already has.

Taken together, Yellowknife’s own journey to date, the engagement findings, and the research all point in the same direction. The City is ready to move from relationship-based groundwork into a more disciplined phase of implementation. That next phase requires shared governance, stronger coordination, clearer departmental alignment, practical communications, and a visible accountability framework. It also requires a way of carrying out the work that holds both municipal discipline and relationship. This is where Two Eyed Seeing remains essential. One eye brings clarity, structure, planning, and public reporting. The other brings trust, memory, culture, and the responsibility to move in a way that honours the peoples and homelands that make this work possible. From that point forward, the Strategic Priorities provide the practical civic focus for the next two years.

3. 2026 to 2027 Strategic Priorities

The 2026 to 2027 Strategic Priorities identify the areas where the City of Yellowknife should concentrate its effort over the next two years. They provide a practical focus for implementation. These priorities concentrate on the areas where the City can establish the strongest foundations, generate visible progress, and strengthen public confidence.

The priorities below are intended to guide annual work planning, partnership discussions, internal coordination, and public accountability through the remainder of 2026 and the first full year of the incoming Council.

1. Governance and Partnerships

This priority focuses on how the City works with Indigenous governments, regional partners, and other key institutions in a more coordinated and durable way. The goal is to strengthen the structures that support shared decision making, reduce duplication, and create a more predictable path for joint planning and delivery.

At the center of this priority is the Partnership Table. Its purpose is to provide a disciplined forum where priorities can be aligned, responsibilities clarified, and progress tracked in a way that supports both implementation and long-term relationship strength.

2. Culture and Tourism

This priority focuses on making Indigenous presence, history, language, and cultural authority more visible in the life of the city. It moves beyond occasional inclusion toward a more coherent approach to public space, storytelling, placemaking, and visitor experience.

The intent is to ensure that Yellowknife more honestly reflects the peoples and histories of this place, while also creating stronger opportunities for cultural expression, education, and shared civic pride.

3. Housing and Community Well Being

This priority focuses on the everyday conditions of life that residents experience most directly. It recognizes that Reconciliation must be visible not only in plans and partnerships, but in whether people see progress in areas such as housing, belonging, safety, and community wellbeing.

For the City, this means using the municipal tools it controls, including land, zoning, servicing, coordination, and advocacy, to help support practical solutions and stronger outcomes over time.

4. Public Safety and Municipal Enforcement

This priority focuses on trust, fairness, and cultural safety in frontline civic systems. It recognizes that the City's relationship with residents is shaped not only by policy, but by how public safety and enforcement are carried out in practice.

The objective is to strengthen culturally informed approaches, improve coordination with partners, and build greater public confidence that safety systems operate with dignity, consistency, and respect.

5. Economic Development and Procurement

This priority focuses on how Reconciliation connects to local prosperity, Indigenous participation, and shared economic opportunity. It recognizes that governance and relationship building must also translate into practical economic pathways.

This includes stronger attention to business Reconciliation, procurement, supplier inclusion, and the City's role in helping create conditions where Indigenous participation in the local economy can grow in meaningful ways.

6. Land, Environment, and Advocacy

This priority focuses on stewardship, resilience, and the City's role in advancing shared priorities related to land, water, infrastructure, and northern adaptation. It reflects the understanding that land is not separate from the work of Reconciliation. It is central to it.

This priority calls for stronger integration of stewardship, monitoring, Indigenous Knowledge Systems, and coordinated advocacy so that environmental care, long term planning, and civic development move forward in a more responsible and aligned way.

Taken together, these six priorities provide a practical civic frame for action between now and the end of 2027. They are broad enough to guide work across departments and partners, yet focused enough to support sequencing, accountability, and visible progress.

4. One-Year Action Plan and Election Transition

Year 1 is organized around a clear civic focus. The City will carry forward the foundations already underway, including the expanded Land Acknowledgement and the launch of the Partnership Table. It will strengthen internal alignment so departments can connect their current responsibilities to the Strategic Priorities in a practical way. It will advance a small number of early actions that are visible, achievable, and aligned with current capacity. It will establish public accountability through the Reconciliation Scorecard and a steady communications approach. It will also protect continuity through the election period so that the incoming Council inherits an active framework, not a set of disconnected ideas.

This first year is intended to be disciplined and enabling.

- ❖ In Governance and Partnerships, the immediate priority is to activate the Partnership Table as the City's central coordination forum.
- ❖ In Culture and Tourism, the focus is on early actions that strengthen Indigenous visibility and public understanding.
- ❖ In Housing and Community Well Being, the focus is on using municipal levers where the City can help move practical outcomes forward.
- ❖ In Public Safety and Municipal Enforcement, the focus is on strengthening clarity, trust, and culturally informed practice.
- ❖ In Economic Development and Procurement, the focus is on building the policy and operational groundwork for business Reconciliation, including procurement, licensing, and related tools that will mature over time.
- ❖ In Land, Environment, and Advocacy, the focus is on identifying stewardship and coordination opportunities that can demonstrate early movement.

The election transition is an important part of the work plan, not a separate consideration. The current Council has the opportunity to establish the structures, language, and early progress that the next Council can inherit with clarity. That includes visible foundations already in motion, a functioning governance approach, early departmental alignment, and the first layer of public accountability.

By the end of Year 1, the City should be able to demonstrate that Reconciliation is being carried through practice, coordination, and a clear civic rhythm that can continue beyond transition.

5. Department by Department Action Framework

The Department by Department Action Framework translates *Walking Forward Together* into municipal practice. Its purpose is to ensure Reconciliation is carried across the organization in a clear, coordinated, and practical way. The City's Strategic Priorities provide the common direction. The role of this framework is to make that direction usable across departments, without creating a separate or disconnected agenda for staff.

The City's approach is straightforward. Each department contributes to implementation through the work it already leads. Some departments have a more direct role in land, housing, culture, public safety, procurement, or communications. Others create the internal conditions that make the framework function well, including planning, budgeting, reporting, staff support, and coordination. What matters is that every department understands its role, aligns that role to the Strategic Priorities, and can show how Reconciliation is becoming part of normal municipal practice.

This framework is designed to support implementation with clarity and confidence. It gives departments a common language, a shared direction, and a practical basis for planning. It also supports stronger alignment between Council direction, senior leadership, departmental priorities, and public accountability. In this way, Reconciliation is carried as a City wide responsibility rather than left to a small number of champions or isolated initiatives.

Departmental work over the 2026 to 2027 period aligns to the six Strategic Priorities. **Governance and Partnerships** strengthens coordination and shared planning. **Culture and Tourism** strengthens Indigenous presence and visibility in civic life. **Housing and Community Well Being** focuses attention on municipal levers that support practical community outcomes. **Public Safety and Municipal Enforcement** advances trust and culturally informed practice. **Economic Development and Procurement** positions procurement, business licensing, supplier inclusion, and business Reconciliation as practical tools for local economic participation. **Land, Environment, and Advocacy** brings stewardship, resilience, and coordinated advocacy into the City's implementation approach. Together, these priorities provide a clear frame for departmental contribution across the corporation.

The detailed implementation supports for this framework are provided in the Appendices. They are intended to help Council, senior leadership, managers, and staff move from strategic direction into practical action without overloading the main body of the report. Together, the appendices provide the working architecture for implementation.

Appendix A sets out the Partnership Table as the City's central forum for coordinated action, shared planning, and early problem solving with Indigenous governments and key partners.

Appendix B establishes the Reconciliation Scorecard as the City's central accountability tool, giving Council, administration, partners, and residents a clear way to track both operational progress and relationship based progress.

Appendix C provides a high level summary of the first year work plan, giving departments and leadership a simple view of the City's initial implementation sequence and the direction of travel into Year 2 and beyond.

Appendix D provides practical department action prompts to help managers and staff identify where

Reconciliation already intersects with current responsibilities, what Year 1 actions are realistic, and what stronger integration can look like over time. It is an implementation support, not a parallel planning exercise.

Appendix E provides selected external learning references to inform Yellowknife's path, strengthen confidence in the approach, and show how stronger governance, accountability, procurement, and public reporting have been carried in other municipal and institutional contexts.

These appendices are intended to be used together. The main body of the report sets direction. The appendices provide the practical supports that help the City apply that direction in governance, planning, communications, departmental work, and public accountability. Used in this way, they strengthen alignment across the corporation and give the City a clearer and more disciplined path for implementation.

6. Governance, Accountability, and Communications

For the City of Yellowknife, governance, accountability, and communications must function as one connected system. Governance provides direction and decision making. Accountability provides discipline and evidence of movement. Communications provides clarity, shared understanding, and public trust. When these three elements are aligned, the City is better positioned to move from broad commitment to practical civic leadership.

6.1 Governance approach

Implementation moves through a clear and disciplined governance model that reflects the City's role as municipal government, respects Indigenous jurisdiction, and supports the shared nature of many priorities.

- **Council** provides leadership, sets direction, approves key structures, and protects continuity through political transition. Council champions the Strategic Priorities, reinforces the civic conditions required for implementation, and uses the Reconciliation Scorecard to guide oversight and decision making. In this role, Council keeps the work visible, prioritized, and protected over time.
- **Administration** leads implementation. This includes aligning departments, sequencing work realistically, supporting cross departmental coordination, and translating commitments into practical action. Administration also ensures that implementation remains connected to corporate planning, operational realities, and available capacity.
- **The Partnership Table** functions as the City's central intergovernmental and coordination forum for files that require shared visibility, aligned timing, and practical collaboration. It strengthens coordination, reduces duplication, and creates a more predictable path for shared planning, problem solving, and follow through.

Together, these roles create a governance structure that is clear in responsibility, strong in coordination, and practical enough to support relationship-based work across the City.

6.2 Accountability framework

Accountability is a defining strength of this implementation approach. From the outset, the City will track and communicate progress in a clear, practical, and visible way. This gives staff a stronger basis for

prioritization, supports Council in its governance role, and gives Indigenous partners and residents a clearer understanding of how progress is taking shape across the City.

The Reconciliation Scorecard is the City's central accountability tool. It measures both operational progress and relationship-based progress. Reconciliation is reflected not only in meetings held, plans completed, or milestones reached, but also in stronger coordination, deeper trust, greater cultural visibility, and more consistent alignment between City commitments and City practice.

For the 2026 to 2027 period, the Scorecard will focus on a manageable set of categories aligned to the Strategic Priorities. These include governance and partnerships, culture and language visibility, housing and community well being, public safety and trust, economic participation, land and stewardship, and communications and public accountability. The first version prioritizes clarity, usefulness, and credibility. It establishes a strong baseline that can be refined over time as the work matures.

Accountability is also embedded in internal reporting. Each department identifies where its work connects to the Strategic Priorities, what actions are underway, and what evidence of progress will be brought forward through the Scorecard and regular internal review. This keeps implementation shared across the organization and ensures Reconciliation is carried as a City wide responsibility.

6.3 Communications Plan

Communications is a strategic implementation function within *Walking Forward Together*. It gives shape to how the City leads, how progress is understood, and how trust is built across Council, administration, Indigenous partners, the Partnership Table, departments, and residents. Its role is to keep the work clear, credible, and visible over time, while ensuring communication remains aligned with implementation and grounded in relationship. This is how the City builds confidence without overstating progress.

This plan is guided by **Two Eyed Seeing**. One eye brings structure, timing, reporting, and operational clarity. The other brings relationship, trust, and awareness that people experience change through history, memory, and lived context. Together, these perspectives ensure that communications supports both municipal discipline and human understanding.

This plan is also grounded in the **Four C's** at a high level.

- **Ceremony and Culture** ensures communications respects place, protocol, civic moments, and the cultural significance of what is being carried forward.
- **Connection** ensures the City communicates in ways that strengthen relationship before, during, and after key decisions.
- **Communication** ensures messages are clear, timely, honest, and consistent.
- **Collaboration** ensures the work is not framed by the City alone, but strengthened through shared understanding with Indigenous partners, departments, Council, and the Partnership Table. This creates a communications approach that is both practical and relational.

Communications direction

The communications function advances four core outcomes across the implementation period.

- It keeps the work aligned to delivery, ensuring that communication reinforces what is being established, what is moving, and how progress will be understood over time.

- It strengthens trust by reflecting real movement, reinforcing shared responsibility, and maintaining confidence with Indigenous partners, staff, Council, and residents.
- It equips leadership and departments with the clarity and language needed to carry the work consistently across the organization.
- It also establishes a visible rhythm of public accountability so residents can see how Reconciliation is taking shape in municipal practice through milestone communications, plain language public materials, and annual Scorecard reporting.

Year 1 outcomes

In **Year 1**, communications will establish readiness, alignment, and public confidence.

- ❖ Indigenous partners, Council, senior leadership, and staff will begin from a shared understanding of the implementation framework, the Strategic Priorities, and the role of the Partnership Table and Reconciliation Scorecard. This creates internal clarity before broader public communication and ensures the City speaks with discipline and coherence.
- ❖ Departments will be supported with practical language and materials that connect their day to day work to the larger framework. This strengthens manager confidence, improves staff understanding, and reduces fragmentation across the corporation.
- ❖ Residents will receive a clear and grounded explanation of the City's direction, the first year focus, and what they can expect to see over time. The City's public message will remain practical, steady, and visible. It will reinforce that *Walking Forward Together* is an active civic framework, not a one time announcement.

The communications approach in Year 1 will also support key milestones. This includes the public introduction of the framework, the activation of the Partnership Table, early implementation updates under the Strategic Priorities, and the September 30 accountability moment. Each communication point will reinforce what has been established, what is underway, and what comes next.

Year 2 and beyond

In **Year 2 and beyond**, communications will move from rollout into a more mature rhythm of civic accountability.

The City will communicate progress with greater consistency through annual Scorecard reporting, milestone updates, and department aligned communications that show how Reconciliation is being carried in practice. Over time, this will deepen public understanding of what municipal Reconciliation looks like across governance, culture, housing, public safety, economic inclusion, stewardship, and reporting.

Communications will also strengthen continuity across leadership transition. Incoming Council members will inherit a clear narrative, a visible accountability structure, and a stronger understanding of what has already been established. This helps protect momentum and supports steadier governance over time.

Communications outcomes by audience

- For **Indigenous partners**, communications will be respectful, timely, and relationship based. The City's approach will ensure that key framing is informed by partner visibility and that major public messages reflect the seriousness of the work.

- For **Council and senior leadership**, communications will provide the language, structure, and confidence needed to lead publicly and consistently.
- For **departments and managers**, communications will provide a practical bridge between strategy and implementation, making it easier to embed Reconciliation into existing priorities, initiatives, and projects.
- For **residents**, communications will build trust by making the work understandable, visible, and accountable over time.
- For the **Partnership Table**, communications will help translate shared work into a coherent civic narrative that is grounded in progress, not aspiration alone.

The communications team will determine the most effective channels, products, and timing to deliver on this mandate.

Communications will be partner informed, internally aligned, plain in language, disciplined in tone, and tied to real progress. Council materials, internal orientation, public summaries, web content, milestone updates, and the Reconciliation Scorecard will function together as one coordinated communications system rather than as separate products.

7. Yellowknife's Emerging Northern Standard

By the end of 2027, success will be visible in how Reconciliation is carried through the City's ordinary practice. The Partnership Table will be active, trusted, and helping move shared priorities forward with stronger coordination and clearer follow through. The Reconciliation Scorecard will be established as the City's public accountability tool, giving Council, administration, Indigenous partners, and residents a clearer picture of progress across both action and relationship. Departments will be aligning existing priorities, budgets, and routines to the Strategic Priorities, showing that Reconciliation is being embedded in the way the City plans, serves, communicates, procures, and partners. Visible progress will be taking shape across culture, housing, public safety, economic participation, stewardship, and civic reporting. Just as importantly, the City will have protected continuity through transition so that the incoming Council inherits a functioning framework rather than a reset point.

The City is not only advancing its own implementation, but also shaping what a distinctly northern municipal standard for Reconciliation can look like. Reconciliation that is based on meaningful governance, practical accountability, relationship-based coordination, and visible civic outcomes. A model that reflects lessons from Canadian and Australian examples, while remaining grounded in the realities, rights, relationships, and responsibilities that are unique to Yellowknife and the North.

Mahsi cho | thank you in Dene.

Appendices

Appendix A. Partnership Table Concept and Purpose

Defines the purpose, structure, membership, operating model, and early focus of the Partnership Table as a core implementation and coordination mechanism.

Appendix B. Reconciliation Scorecard Concept and Purpose

Sets out the purpose, categories, co development approach, and long-term value of the Reconciliation Scorecard as the City's central accountability tool.

Appendix C. High Level Action Prompt Table

Provides a simple, high level summary table to guide departments in aligning Year 1 actions with the Strategic Priorities.

Appendix D. Department Action Prompts

Provides department specific guidance, Year 1 focus, Year 2 and beyond direction, and planning prompts to support managers and teams in embedding Reconciliation into existing priorities, initiatives, and budgets.

Appendix E. Selected External Learning References

Summarizes leading external municipal and institutional examples, including Australian RAP stages and Canadian municipal practices, to inform Yellowknife's path without replacing its northern and locally grounded approach.

Appendix A. Partnership Table

The Partnership Table is intended to be a central forum for coordinated action on Reconciliation related priorities that require shared visibility, aligned timing, and practical collaboration. It is not a consultation table alone; it is intended to be meaningful working table.

Its purpose is to bring the City, Indigenous governments, the territorial government, and key public and private partners together in one consistent space to align priorities, sequence work, reduce duplication, and move selected initiatives forward in a more disciplined and accountable way.

Yellowknife has built important bilateral and relationship-based practices. What is now needed is a more structured, multi-lateral forum that matches the complexity of the City's role as a northern capital and service hub. Housing, land, infrastructure, stewardship, public safety, cultural visibility, and economic opportunity do not sit neatly within one jurisdiction or one organization. They intersect. They also often involve the same limited people, the same funding windows, and the same northern capacity constraints. Without a shared table, important work can move in parallel rather than together, creating duplication, slower timelines, consultation fatigue, and missed opportunities for joint progress.

The Partnership Table is designed to respond to that reality. It gives the City and partners one place to identify shared priorities, align mandates where possible, review emerging issues, and connect strategy to coordinated action.

Purpose of the Table

The Table has five core purposes.

1. First, it is intended to strengthen government to government and partner coordination on municipal and regional priorities that affect the peoples and communities who live in and move through Yellowknife.
2. Second, it is intended to reduce duplication and consultation fatigue by creating one place where priorities, timelines, and emerging initiatives can be reviewed early and more strategically.
3. Third, it is intended to support shared problem solving on selected files that no one organization can advance as effectively on its own.
4. Fourth, it is intended to improve the City's ability to align and leverage funding by bringing partners together around clear priorities, shared work planning, and opportunities for braided investment.
5. Fifth, it is intended to create a more visible accountability structure for implementation through shared workplans, regular progress review, and connection to the Reconciliation Scorecard.

The Table should therefore be understood as part of the City's implementation infrastructure. It is not an add on. It is one of the central mechanisms through which *Walking Forward Together* can be carried in practice.

What the Table is and is not

The Partnership Table is intended to be a practical and enabling structure that strengthens coordination, improves visibility across shared priorities, and creates better conditions for action. It gives the City of Yellowknife, Indigenous governments, and key public and private partners one consistent place to align timing, identify opportunities, surface issues early, and support more informed decision making.

In this way, the Table acts as a form of risk reduction. It helps reduce duplication, prevents avoidable misunderstandings, improves sequencing, and creates space to address emerging issues before they become shared problems vs opportunities.

The Table is also designed to support better use of limited northern capacity. By creating one place for focused discussion and shared planning, it can help partners plan once where possible, coordinate resources more effectively, and move selected priorities forward with greater clarity and efficiency. Over time, this structure can also support stronger funding readiness, more coherent advocacy, and better alignment between municipal, Indigenous, territorial, and regional efforts.

At the initial stages, the Table should be understood as a suggested working structure and an initial Terms of Reference approach. It is intended to provide enough clarity to begin well-*in a good way*, while recognizing that the structure, rhythm, and scope of the Table may evolve once it is operational and partners have had the opportunity to shape it through practice. This is an important point. The intent is not to overdesign the Table before it begins, but to establish a strong starting point that can be refined over time.

The Table is not intended to replace bilateral relationships, Indigenous jurisdiction, Council authority, or existing legislative and regulatory processes. Formal decision-making authority remains with the bodies that hold it. Rather, the Table is meant to improve coordination around shared files so that decisions can be better prepared, better informed, and better timed.

It is also not intended to become an unfocused discussion space. To be effective, it should begin with a concise mandate, a manageable workplan, and a clear distinction between matters that require standing attention and matters that can be brought forward as needed. As the Table matures, these elements can be reviewed and expanded in partnership with members once the structure is functioning and there is shared experience to build from.

Core membership and invited participation

The Partnership Table will include a small group of standing core partners and a flexible circle of invited participants depending on the file under discussion.

The core standing members include:

- City of Yellowknife
- Yellowknives Dene First Nation
- Tłıchǫ Government
- North Slave Métis Alliance

These are the core governments and rights bearing partners that should help shape the direction, rhythm, and integrity of the Table.

Additional participants should be invited based on relevance to agenda items. These may include:

- Inuit organizations and urban Indigenous organizations with a significant connection to Yellowknife

- GNWT departments, including departments connected to infrastructure, economic development, lands, housing, environment, and public safety
- Regional and co management bodies, including land and water stewardship related entities where relevant
- Federal partners where funding, regulation, or program alignment is required
- Crown agencies and public institutions connected to specific files
- Indigenous economic development corporations
- Private sector or corporate proponents when a shared file requires early alignment, partnership discussion, procurement visibility, or coordinated advocacy

This approach keeps the Table grounded in rights based relationships while also allowing it to function as a practical hub for the wider system of actors that influence outcomes in Yellowknife.

Types of matters the Table could address

The Table can focus on issues that are strategic, cross cutting, and difficult to advance well through one organization alone. It should not try to become the forum for every relationship or every file.

Examples of suitable matters include:

- Major municipal or regional infrastructure files with Indigenous partnership potential
- Indigenous led civic and public infrastructure opportunities
- Housing acceleration and Indigenous led housing initiatives
- Cultural district and public realm planning
- Stewardship, remediation, and co monitoring opportunities
- Public safety coordination and culturally informed service approaches
- Food security or local economic enabling conditions where multi-partner coordination is required
- Joint advocacy files involving GNWT, Canada, or infrastructure and economic development funding
- Procurement, workforce, and supplier development opportunities tied to municipal or regional projects
- Reconciliation Scorecard categories, reporting approach, and shared accountability indicators

The Table should concentrate on files where early coordination can materially improve outcomes, shorten timelines, or reduce preventable tension.

What decisions can be made or reviewed at the Table

The Table should not be framed as a body that overrides formal decision-making authority. Rather, it should be framed as a place where decisions can be prepared, shaped, reviewed, and aligned before they move through formal channels.

The Table can:

- Identify and confirm shared priority files for joint attention
- Recommend a short annual workplan
- Clarify roles, sequencing, and lead responsibilities on selected initiatives
- Review project concepts and partnership opportunities before positions harden
- Validate draft protocols, shared language, and civic practice approaches
- Review funding opportunities and support braided funding strategies
- Confirm shared expectations for progress reporting
- Review draft Scorecard categories and reporting measures
- Identify emerging risks, tensions, or coordination gaps early
- Recommend joint advocacy positions where appropriate

Formal approvals, statutory decisions, regulatory decisions, budget approvals, and legal authorities remain with the bodies that hold them. The value of the Table is that it improves the quality, timing, and coherence of those later decisions.

Operating model

To be effective, the Table should be simple, disciplined, and resourced.

A concise Terms of Reference should establish:

- purpose
- core and invited membership
- co-chairing / revolving approach
- meeting rhythm
- decision pathways
- confidentiality and information sharing expectations
- process for identifying agenda items
- documentation and follow through responsibilities
- process for reviewing progress and refreshing the workplan

The Table should meet often enough to maintain momentum, but not so often that it becomes burdensome. A regular three-week working rhythm may be appropriate in the early establishment phase, especially while the structure is being built and initial files are being aligned. Over time, the cadence can be adjusted as needed. A useful model may include a combination of senior leaders meetings and staff or technical working sessions, with the latter helping move details forward between leadership conversations.

The Table should also be supported by a small coordination or secretariat function. This is important. A table of this nature will only be as effective as its follow through. Coordination support is needed to prepare agendas, circulate materials, track actions, support communications, maintain continuity, and ensure the work does not rely solely on goodwill between meetings.

Resourcing and support

The Table should not be treated as a volunteer structure layered onto already stretched partners. If the City wants the Table to function well, it should be established with practical resourcing from the beginning.

With initial support anticipated through CanNor, the Table has an opportunity to begin on stronger footing. That support can help create the base conditions for a serious working forum rather than an unfunded coordination burden. In addition, the Table should be designed to leverage other funding where appropriate, including support for travel, facilitation, technical work, and partner participation where needed.

Resourcing should support:

- coordination or secretariat capacity
- meeting preparation and documentation
- travel and participation costs where required
- facilitation for key sessions
- technical support on priority files
- learning and orientation opportunities so partners better understand each other's roles, mandates, and constraints
- capacity to prepare joint funding applications and shared reporting

This matters for both equity and effectiveness. A properly supported Table signals that the City values partner time, recognizes uneven capacity, and is serious about creating conditions for durable collaboration.

First phase focus

The first phase of the Table should concentrate on establishment and early usefulness.

Initial priorities should include:

- confirming Terms of Reference

- validating core membership and invited participation approach
- agreeing on meeting rhythm and coordination support
- identifying one to three priority files for early shared work
- confirming the connection to the Reconciliation Scorecard
- clarifying how updates will flow to Council, staff, and partners
- preparing a continuity approach through the election period

This first phase should be judged by whether the Table becomes functional, trusted, and useful, not by whether it solves every major issue immediately.

Done with intention, the Partnership Table can evolve to be a true Reconciliation mechanism with community and economic coordination tools to advance win-wins.

Appendix B. Reconciliation Scorecard

The Reconciliation Scorecard is proposed as a practical accountability tool for the City of Yellowknife and its partners. Its purpose is to make Reconciliation visible, measurable, and easier to understand over time.

Yellowknife has already built an important foundation through its Reconciliation Framework, Action Plan, engagement work, and practical advances across culture, public safety, economic development, and partnership building. What is now needed is one shared tool that helps Council, staff, Indigenous governments, residents, and future partners see where progress is occurring, where gaps remain, and what requires greater focus.

The Scorecard is intended to fill that gap. It translates broad commitments into a clear public picture of movement. It helps Council govern with greater clarity. It gives Indigenous partners a stronger role in defining what meaningful progress looks like. It helps residents understand what Reconciliation means in a municipal context. It also strengthens the City's ability to demonstrate leadership to the Government of the Northwest Territories, Canada, and potential funders by showing that Yellowknife is prepared to measure progress, report publicly, and improve over time.

This is not intended to be a grading exercise, an external audit, or a compliance tool imposed on partners. It is meant to be a shared civic instrument grounded in accountability, education, and continuous improvement. Done well, the Scorecard will help ensure that Reconciliation is not experienced as a statement of intent alone, but as something residents and partners can see in the life of the city.

Why the Scorecard matters

A Reconciliation journey becomes stronger when people can see how commitments are being carried into practice. Without a clear public tool, progress can remain difficult to track, harder to communicate, and more vulnerable to leadership change. Yellowknife is now at a stage where its work is mature enough to benefit from a more structured approach to measurement and reporting.

The Scorecard matters because it provides continuity. It gives current and future Council members a simple way to understand what has been established, what is underway, and what still needs attention. It matters because it supports transparency. Residents are more likely to trust the City's direction when they can see honest reporting on both progress and remaining gaps.

It also matters because it supports partnerships, as Indigenous governments and organizations should be able to see whether the City's actions are reflecting shared priorities in a meaningful way. A strong Scorecard can help focus annual work planning, budget discussions, and intergovernmental advocacy.

Purpose of the Scorecard

The Reconciliation Scorecard should serve four connected purposes.

1. First, it should provide **clarity for Council and administration**. It should help decision makers quickly understand whether the City's Strategic Priorities are being advanced and where greater attention or resourcing may be needed.
2. Second, it should provide **shared authorship and validation for Indigenous partners**. The Scorecard should be finalized through the Partnership Table so that measures of progress reflect both municipal action and lived experience.
3. Third, it should provide **education for residents and staff**. Reconciliation can feel abstract when it is discussed only at the level of values. The Scorecard helps translate it into practical civic outcomes such as stronger governance, increased cultural visibility, more trusted public safety practices, improved coordination, and better support for Indigenous participation in the economy.
4. Fourth, it should provide **evidence for advocacy and investment**. Yellowknife is working in a northern context where coordinated investment matters. A credible Scorecard can help show that the City and its partners are building the governance, relationships, and implementation discipline needed to support funding, partnership, and long-term progress.

What the Scorecard should measure

The Scorecard should measure both **action** and **relationship**. Reconciliation cannot be reduced to counting meetings, plans, or expenditures alone; nor can it rely only on broad narrative without practical evidence of movement. A strong Reconciliation Scorecard should combine both.

Action measures help show what the City and its partners are doing. These may include structural, operational, and outcome-based indicators such as whether the Partnership Table is functioning, whether shared workplans are being advanced, whether cultural visibility is increasing, whether Indigenous participation in procurement is growing, or whether stewardship initiatives are moving forward.

Relationship measures help show how the work is being experienced. These may include partner perspectives on trust, clarity, fairness, responsiveness, or whether the City's actions are aligning more closely with the commitments it has made. These measures are important because Reconciliation is not only about delivery. It is also about the quality of relationship, the strength of shared understanding, and whether the work is changing how the City operates with others.

Taken together, these two kinds of measures create a more complete and honest picture. They allow Yellowknife to show progress in a way that is practical, relational, and credible.

Suggested Scorecard categories

The final categories should be co-developed with the Partnership Table, but the following categories provide a strong starting point.

1. Governance and Partnerships

This category would track the health and usefulness of the Partnership Table and other key coordination structures. It could include meeting frequency, shared workplans, attendance, progress on priority files, and partner perspectives on whether coordination is improving.

2. Culture, Language, and Visibility

This category would track how Indigenous presence is reflected in public life. It could include public spaces featuring Indigenous language or art, culturally grounded programming, protocol use, and partner assessment of whether cultural visibility feels authentic and meaningful.

3. Housing and Community Well Being

This category would track movement on municipal actions that support community wellbeing and Indigenous led housing related progress. It could include land, zoning, servicing, coordination, and reported improvements in alignment around housing related priorities.

4. Public Safety and Trust

This category would track changes in public safety and Municipal Enforcement practice that strengthen cultural safety, trust, and fairness. It could include staff training, partnership approaches, co response activity, and partner or community perspectives on whether practice is improving.

5. Economic Development and Workforce

This category would track how Reconciliation is being reflected in business and economic practice. It could include procurement with Indigenous owned businesses, supplier development, workforce pathways, and measures of Indigenous participation in City related economic opportunities.

6. Land, Environment, and Stewardship

This category would track the City's role in supporting stewardship, monitoring, resilience, and coordinated advocacy on land and water related priorities. It could include guardianship initiatives, partner collaboration, shared planning, and Indigenous led or informed monitoring efforts.

7. Internal Readiness and Operational Integration

This category would track how well Reconciliation is being embedded inside the City's own operations. It could include departmental action planning, staff learning, internal coordination, and whether implementation tools and expectations are becoming clearer across the organization.

8. Communications and Public Accountability

This category would track whether the City is communicating clearly, reporting consistently, and maintaining public visibility on the work overtime. It could include public updates, Scorecard release timing, plain language materials, and community understanding of the City's Reconciliation direction.

Co development and shared ownership

The Scorecard should be finalized at the Partnership Table; this is important both substantively and symbolically. If the Scorecard is to reflect Reconciliation in practice, then its design must model shared authorship, respect, and accountability.

The first stage should involve review sessions through the Partnership Table or an associated working group. Core Indigenous government partners should have the opportunity to help finalize categories, include what meaningful progress looks like, and discuss whether proposed indicators are credible and useful.

This process should be understood as part of the work itself. Finalizing the Scorecard together is one way the City and its partners can practice the shared governance and relationship based approach this report is advancing.

How the Scorecard would be utilized

The Scorecard would be released as a public document on a regular annual cycle and linked to the City's broader planning and accountability rhythm:

- Council - during annual review and budget discussions to understand where movement is occurring and where greater attention is needed.
- Administration - to support departmental coordination, internal reporting, and implementation refinement.
- The Partnership Table - to review progress on shared files, identify emerging concerns, and confirm priorities for the next phase of work.
- Residents - to use it as a plain language tool to understand how the City is carrying its Reconciliation commitments.

The Scorecard should also help support continuity across Council terms. When leadership changes, one of the greatest risks is that work becomes harder to see and therefore easier to lose. A good Scorecard reduces that risk by creating a standing public record of what has been established and what still requires attention.

First phase approach

Because this is new work, the Scorecard should begin in a manageable way. The first version does not need to be perfect or overly detailed. It needs to be clear, credible, and useful.

The first phase should focus on:

- confirming categories
- identifying who owns which measures
- gathering available baseline information
- identifying where narrative input is needed alongside quantitative indicators
- testing the reporting format so it is understandable to Council, staff, partners, and residents

There may also be value in piloting elements of the Scorecard within one or two areas before it is fully expanded. This would allow the City and its partners to test the approach, strengthen the format, and build confidence in how the tool will be used.

Long term value

Over time, the Reconciliation Scorecard has the potential to become one of Yellowknife's strongest civic tools. It can help make the City's Reconciliation work more understandable, more accountable, and more durable. It can support better decision making, stronger relationships, and more informed public dialogue. It can also help position Yellowknife as a northern leader in how municipal Reconciliation is measured and communicated.

Most importantly, the Scorecard creates a way for the City to lead with humility. It allows Yellowknife to show progress honestly, name gaps clearly, and celebrate milestones with partners rather than in isolation. In doing so, it helps transform Reconciliation from principle into visible civic practice.

Appendix C. One Year Work Plan Summary

Workstream	Year 1 focus	Department and leadership implications
1. Confirm civic foundations	Carry forward the expanded Land Acknowledgement and related protocol direction as part of normal civic practice. Finalize and launch the Partnership Table once funding is confirmed. Confirm internal understanding of the City's implementation framework.	Mayor and Council: reinforce civic leadership and continuity. Senior Leadership: align departments around purpose, timing, and expectations. All departments: understand these foundations as supports for implementation, not separate initiatives.
2. Launch governance and internal alignment	Begin the City's internal implementation rhythm. Confirm roles, establish cross departmental coordination, and use the department prompts to connect each area's current work to one or more Strategic Priorities.	Senior Leadership: set expectations, remove bottlenecks, and support realistic pacing. Managers: identify one or two realistic Year 1 actions within existing plans and budgets. Corporate supports: provide tools, templates, and coordination support.
3. Advance early actions under the Strategic Priorities	Move a small number of practical actions in each priority area. Focus on what is visible, achievable, and useful rather than trying to advance everything at once.	Governance and Partnerships: activate the Table and confirm shared files. Culture and Tourism: strengthen Indigenous visibility, language, and public learning. Housing and Community Well Being: identify where land, zoning, servicing, and advocacy can support progress. Public Safety and Municipal Enforcement: improve cultural safety, internal clarity, and partner connected practice. Economic Development and Procurement: begin bylaw, licensing, procurement, and template groundwork for business Reconciliation. Land, Environment, and Advocacy: identify one or two stewardship or coordination opportunities.
4. Establish public accountability and practical communications	Begin development of the Reconciliation Scorecard. Use communications to support implementation, internal clarity, partner respect, and public understanding. Focus on plain language and milestone based updates tied to real progress.	Communications and Engagement: prepare internal materials, public summaries, and milestone updates. Managers and departments: use shared language and practical messaging tied to what is actually underway. Council and Mayor: communicate leadership without overstating results. Partnership Table: help shape what progress looks like and how it is communicated.
5. Prepare for continuity through Council transition	Protect momentum through the 2026 election period. Ensure the incoming Council inherits an active	Current Council: set the next Council up well through clear decisions and records.

Workstream	Year 1 focus	Department and leadership implications
	implementation framework, clear priorities, an early accountability structure, and a practical understanding of what has already begun.	Administration: prepare transition materials and maintain continuity. All departments: document Year 1 actions, emerging lessons, and next steps. Communications: use the September 30 milestone as an accountability and continuity moment.

Appendix D. Department action prompts

This appendix is intended to support implementation across the City of Yellowknife by helping each department connect the *Walking Forward Together* framework to its own work. The goal is not to create identical Reconciliation work plans across the organization. The goal is to provide a shared language, a common direction, and practical prompts that help each department embed Reconciliation into the work it already does. This approach supports coherence while allowing each area to move in a way that fits its mandate, capacity, and current priorities.

The prompts below are meant to function like a manager's huddle guide or planning tool. They are intended to help departments consider where Reconciliation already intersects with their responsibilities, where Year 1 effort should be concentrated, and what longer term progress could look like by the end of 2027 and beyond.

These prompts can support internal planning, annual work plans, budget conversations, and staff discussions about what meaningful Reconciliation progress should look like in each part of the organization.

Common Department Planning Prompts

The following prompts are intended to support all departments as part of Year 1 planning and Year 2 outlook discussions. They are not meant to replace the role of managers, existing work planning processes, or professional judgment. Rather, they are intended to strengthen them.

This guidance is designed to help managers lead with greater clarity, confidence, and alignment as the City moves forward with *Walking Forward Together*. It is meant to enhance effectiveness by helping managers understand how Reconciliation connects to their department's current responsibilities, priorities, initiatives, and projects. It also gives managers a practical way to inspire staff more holistically, connect day to day work to the City's larger direction, and build shared understanding across teams without creating a separate or disconnected agenda.

Used well, these prompts can help departments embed Reconciliation into existing planning, budgeting, and operational discussions in a way that is practical, cohesive, and aligned across the organization. They are intended to guide reflection, support action, and strengthen coordination so that one department does not move ahead in isolation while another is left without clarity. In this way, they help managers lead both strategically and relationally.

Each department should consider the following questions:

1. What does Reconciliation mean in this function
2. Where does this department already intersect with Indigenous governments, Indigenous residents, culturally significant places, or one of the Strategic Priorities
3. What decisions, routines, templates, or relationships may need to change
4. What is one realistic action this department can advance in Year 1 using current priorities, initiatives, or projects
5. What would visible progress look like by the end of 2027

6. What should this department be prepared to contribute to the Reconciliation Scorecard
7. Where is cross departmental coordination needed
8. What support, clarity, or resourcing would help this department move well

How to use this appendix - Each department should use this appendix in a practical way.

1. First, review the section that best matches your function.
2. Second, identify what is already underway that supports one or more of the City's Strategic Priorities.
3. Third, identify a small number of realistic Year 1 actions that can be advanced through current work, existing initiatives, or planned budgets.
4. Fourth, identify what stronger integration could look like in Year 2 and beyond.
5. Fifth, use the planning prompts at the end of each section to guide team discussion, internal alignment, and Scorecard reporting.

The purpose is not to overload departments. It is to help the City move as one organization, with aligned expectations and a more visible line between strategy and practice.

1. Mayor and Council

Mayor and Council set the civic tone for Reconciliation. Their role is not to manage implementation, but to champion the work, protect its continuity, and ensure it remains visible in governance, decision making, and public leadership. Council's contribution is to make sure the City's Strategic Priorities are taken seriously across terms and that the structures supporting implementation remain active and credible.

Year 1 focus

In Year 1, Mayor and Council should focus on establishing the civic foundations that allow the broader framework to move forward. This includes supporting the Partnership Table, reinforcing the role of the expanded Land Acknowledgement and civic protocol direction, and using Council briefings and public leadership opportunities to show that Reconciliation is part of how the City governs. Council should also be prepared to review early progress through the first phase of the Reconciliation Scorecard and use that information to guide priorities and budget discussions.

Year 2 and beyond

Over time, Mayor and Council should focus on continuity, public accountability, and leadership through transition. By Year 2 and beyond, Reconciliation should be visible in how Council receives updates, sets priorities, considers partnerships, and understands the City's role as a northern hub. Council should help ensure the work does not depend only on individual champions, but is carried through stable structures and consistent governance practice.

Planning prompts

- What does Reconciliation leadership look like at the Council table
- How should Council receive progress updates so the work stays visible and useful
- What decisions should come to Council differently because of this framework
- How can Council help protect continuity across election cycles
- What should Council expect to see in the Scorecard each year

2. Senior Leadership

The Senior leadership team are responsible for turning the City's strategic direction into an organizational reality. Their role is to align departments, set expectations, sequence work realistically, and remove barriers to implementation. They are the bridge between Council direction and day to day practice.

Year 1 focus

In Year 1, the focus should be on internal alignment and implementation discipline. Senior leadership should ensure that departments understand the Strategic Priorities, that Year 1 actions are realistic, and that cross departmental coordination begins early. This includes supporting the establishment of the Partnership Table, clarifying internal responsibilities, identifying where departments must work together, and helping set the first reporting expectations tied to the Scorecard.

Year 2 and beyond

By Year 2 and beyond, senior leadership should focus on embedding Reconciliation into corporate planning, budgeting, operational review, and performance conversations. The aim is to make the framework part of how the City sets direction, not a separate stream of work that competes for attention.

Planning prompts

- Where do departments need greater clarity or stronger coordination
- What work can be aligned now without creating unnecessary burden
- What internal bottlenecks could slow implementation
- How should leadership review progress across departments
- What signals would show that Reconciliation is becoming part of routine corporate practice

3. Corporate Services, Human Resources, and Finance

These functions create many of the internal conditions that shape whether the City can carry its commitments well. They influence hiring, staff support, budgeting, templates, learning, and internal systems. Their role is to make implementation easier, more consistent, and more sustainable across the organization.

Year 1 focus

In Year 1, the focus should be on enabling the broader framework. This may include reviewing policy language, identifying opportunities to strengthen Indigenous partnerships, considering staff learning needs, supporting budget alignment for early implementation, and ensuring departments have practical tools rather than only broad expectations. The purpose is to start building internal systems that support the Strategic Priorities in a realistic way.

Year 2 and beyond

By Year 2 and beyond, these functions should help normalize Reconciliation within internal processes. This may include clearer staff development pathways, stronger budgeting alignment, and corporate systems that make it easier for departments to plan, report, and improve over time.

Planning prompts

- What internal policies or routines already support this work
- Where do current systems create barriers or confusion
- How can budgeting, and people practices better support the Strategic Priorities
- What simple tools or templates would help departments move more confidently
- What should be measured in the Scorecard to show stronger internal readiness

4. Planning, Development, and Regulatory Functions

Planning and development functions shape land use, permits, approvals, naming, signage, and the built environment. These areas have a direct influence on how the city reflects place, how development moves forward, and how municipal authority is exercised within Indigenous homelands. This function is central to housing, public realm visibility, cultural recognition, and long-term stewardship.

Year 1 focus

In Year 1, the focus should be on identifying where current planning and development work can better reflect the implementation framework. This may include reviewing where land, zoning, servicing, naming, signage, or design decisions intersect with Reconciliation priorities. It may also include identifying opportunities for stronger coordination with partners on files where timing, place, or public visibility matter most.

Year 2 and beyond

By Year 2 and beyond, this function should aim for stronger integration of Reconciliation into ordinary planning practice. That could include more consistent civic protocol use, more visible Indigenous presence in the built environment, clearer support for housing related priorities, and stronger approaches to land and place based coordination.

Planning prompts

- Where does this department shape how the city looks, grows, or identifies itself
- What planning, naming, or public realm decisions should be approached differently
- Where are there opportunities to support housing and community wellbeing through municipal tools
- How can this department strengthen coordination with Indigenous partners on place based files
- What visible changes by the end of 2027 would show meaningful progress

5. Community Services, Arts, Culture, Recreation, and Tourism

These functions help shape belonging, visibility, programming, and the public experience of the city. They are central to how Yellowknife reflects its histories, cultures, stories, and relationships in daily civic life. They also influence how residents and visitors understand the city and how Indigenous presence is experienced beyond symbolic moments.

Year 1 focus

In Year 1, the focus should be on identifying early actions that strengthen Indigenous visibility, cultural presence, and public learning. This may include reviewing current programming, events, public spaces, and tourism related initiatives to identify where Indigenous histories, languages, and cultural authority can be more visibly and meaningfully reflected. The goal is not to add token elements. It is to strengthen coherence, authorship, and authenticity over time.

Year 2 and beyond

By Year 2 and beyond, this function should help move the City toward a more coherent approach to cultural visibility and visitor experience. That may include stronger place based storytelling, better alignment between culture and tourism work, and broader opportunities for Indigenous expression, interpretation, and civic pride in public life.

Planning prompts

- Where can Indigenous presence become more visible and authentic in public life
- What existing events, spaces, or programs could be strengthened rather than rebuilt
- How can this work be carried with partners rather than added onto finished plans
- What does respectful cultural visibility look like in this function
- What would residents and visitors notice by the end of 2027 if progress is real

6. Municipal Enforcement and Public Safety

Municipal Enforcement and related public safety functions shape trust in a very direct way. These functions are where policy becomes lived experience. Reconciliation in this area is not only about training. It is about how safety, fairness, cultural awareness, and public trust are experienced by residents in real interactions.

Year 1 focus

In Year 1, the focus should be on strengthening cultural safety, internal clarity, and coordination with partners. This may include reviewing current practice, identifying where cultural safety or communication needs to improve, clarifying how this function connects to the Strategic Priorities, and identifying where relationships with partners can improve the quality of service and trust.

Year 2 and beyond

By Year 2 and beyond, this function should aim to demonstrate more consistent, trusted, and culturally informed practice. The goal is not only to show that staff have received training, but that the way the City carries public safety and enforcement is being experienced as more respectful, more consistent, and more responsive.

Planning prompts

- Where does trust matter most in this function
- What current practices may need greater clarity, support, or adjustment
- How can relationships with partners improve frontline outcomes
- What would fairness and cultural safety look like in everyday practice

- What should be measured in the Scorecard to show improvement in trust and experience

7. Economic Development and Procurement

These functions are central to how Reconciliation connects to local prosperity, Indigenous participation, and shared economic opportunity. They shape how the City uses its market influence, purchasing power, licensing authority, and business relationships to create more inclusive economic conditions.

This area is especially important because it moves Reconciliation beyond intent and into everyday commercial practice. It is where the City can help normalize Indigenous and Northern participation, strengthen supplier diversity, support workforce pathways, and signal clearly that doing business with the City will increasingly require a stronger understanding of relationship, inclusion, and shared benefit.

This work should be approached as both economic development and system change. The goal is not to create barriers for business. The goal is to create a practical pathway for business Reconciliation that grows over time, is scaled to business size and capacity, and becomes part of how the City supports long term economic resilience.

Year 1 focus

In Year 1, the focus should be on establishing the policy and operational groundwork for this shift. That includes beginning a review of the relevant bylaw, business licensing processes, and procurement practices so the City can identify what needs to change to support a more Reconciliation informed approach. The City should begin designing a right sized model for how business licensing can evolve to include Reconciliation related components over time, with different expectations depending on the size and nature of the business.

At the same time, the City should begin strengthening procurement practice by identifying how bid submissions can start to include practical Reconciliation components. These may include workforce commitments, Indigenous and Northern business participation, supplier partnerships, cultural safety practices, local relationship building, or other relevant actions tied to the scale of the contract. Year 1 should also include early work on draft templates, guidance language, and business engagement so the direction is clear before stronger requirements are introduced.

The intent in Year 1 is to prepare well, not to overbuild too quickly. This is the year to clarify the policy pathway, engage internal and external stakeholders, identify guardrails, and begin shaping tools that will make implementation easier in the years that follow.

Year 2 and beyond

By Year 2 and beyond, this function should move from groundwork into stronger implementation. Business licensing should begin to reflect a more structured Reconciliation lens, using a right sized approach that matches expectations to the scale, reach, and influence of the business. Procurement should also evolve so that all City purchasing processes include some form of Reconciliation consideration, with larger and more

strategic procurements carrying deeper expectations related to workforce, partnership, Indigenous and Northern participation, and demonstrated business practice.

By the end of Year 2, the City should aim to have practical templates and guidance materials available to support businesses in responding well. These tools should help make expectations clearer, reduce confusion, and support consistency across departments and suppliers. Over time, this work should position the City so that Reconciliation is not treated as a special procurement stream, but as a normal part of how the City licenses, purchases, partners, and invests.

The longer-term aim is to build a system where Indigenous and Northern business participation grows, procurement becomes a stronger lever for community benefit, and business Reconciliation becomes part of the economic culture of Yellowknife rather than an occasional requirement.

Planning prompts

- How can business licensing evolve over time to reflect Reconciliation in a way that is practical and scaled to business size
- What bylaw, policy, or process changes are needed in Year 1 to support this direction
- How can procurement begin to include meaningful Reconciliation components in bid submissions without creating confusion or unnecessary burden
- What Indigenous and Northern business participation targets or expectations are realistic to begin with and able to grow over time
- What templates, examples, or guidance materials would help businesses respond well by the end of Year 2
- How can this work support workforce development, supplier inclusion, and stronger local partnerships at the same time
- What role should the Scorecard play in showing progress in procurement, licensing, and economic participation
- What evidence by the end of 2027 would show that business Reconciliation is becoming part of normal City practice

8. Communications and Engagement

Communications and engagement functions are central to how *Walking Forward Together* is understood, carried, and trusted across the City. Their role is broader than public messaging. They help create internal clarity, support leadership alignment, strengthen relationships with Indigenous partners, reinforce the purpose of the Partnership Table, and build confidence with residents that the City's actions are steady, practical, and real. In this sense, communications and engagement are not a supporting afterthought. They are part of the implementation infrastructure.

This function is especially important because Reconciliation work can lose credibility when communication moves ahead of delivery, when staff are unclear about their role, or when residents do not understand what is changing and why.

Communications and engagement therefore need to serve multiple audiences at once:

- **Departments** by helping them explain their work clearly and consistently.
- **Mayor and Council** by equipping civic leadership with messages that are grounded and responsible.
- **Indigenous partners** by ensuring communication is respectful, timely, and not driven by public rollout before relationship work is complete.
- **Partnership Table** by helping create a shared understanding of its purpose, progress, and value.
- **Public trust** by helping residents see what Reconciliation looks like in municipal practice over time.

Year 1 focus

In Year 1, the focus should be on building the communication conditions that support implementation across the whole framework. This means beginning with partner and internal readiness before broad public rollout. Communications and engagement should help ensure that Indigenous partners, Council, senior leadership, managers, and staff understand the purpose of the framework, the six Strategic Priorities, and the first-year sequence.

This includes developing clear internal materials, supporting managers with practical messaging, preparing leadership communications, and ensuring that departments have language they can use consistently in their own work.

Year 1 should also focus on public clarity. Residents should be able to understand what the City is doing, what structures are being established, and what they can reasonably expect to see over time. The communications tone should be calm, practical, and grounded in action. The emphasis should be on clarity and credibility, not promotion. Early communications should help explain the role of the Partnership Table, the purpose of the Reconciliation Scorecard, and how progress will be communicated over time. Milestone communications, including the September 30 update, should be treated as accountability points rather than celebratory announcements.

Year 2 and beyond

By Year 2 and beyond, this function should help establish a more mature rhythm of internal and external accountability. Communications and engagement should support departments as they become more confident in describing how Reconciliation connects to their work. They should help Council and administration communicate progress in a more routine and transparent way. They should support the Partnership Table by helping translate shared work into language that is understandable to the public without overstating what has been achieved. They should also help build stronger trust with residents by making progress easier to see across governance, culture, housing, public safety, economic development, stewardship, and public reporting.

Over time, this function should help the City move from one-time communications to a more consistent public accountability rhythm. This includes Scorecard reporting, milestone updates, plain language summaries, and communications that help residents understand how municipal Reconciliation is becoming part of everyday City practice. The longer-term goal is to make communications one of the ways the City demonstrates steadiness, humility, and institutional integrity.

Planning prompts

- Who most needs clarity right now, departments, managers, Council, Indigenous partners, residents, or the wider public
- What does each audience need to understand in order for implementation to move well
- How can communications support managers and departments so they feel equipped in carrying this work
- How can the Mayor and Council be supported with messaging that is aligned with progress
- What partner first communications are needed before broader public messaging occurs
- How can communications help explain the purpose and value of the Partnership Table
- What products will help residents understand what Reconciliation looks like
- How can milestone updates be designed as accountability moments
- What should be tracked in the Reconciliation Scorecard to show stronger public understanding, internal alignment, and trust over time

Implementation note

This appendix is intended to support learning, alignment, and action. Departments do not need identical work plans, identical timelines, or identical levels of visibility. They do need a shared direction, practical prompts, and enough clarity to begin embedding Reconciliation into the work they already lead. Used consistently, these prompts can help the City build a more coherent, more disciplined, and more visible approach across the organization while respecting the different mandates and realities of each function.

Appendix E. Selected External Learning References

These external references are included as learning examples only. They are intended to inform Yellowknife's own path, not replace a distinctly northern and locally grounded approach. Together, they show that strong Reconciliation practice is most effective when it is structured, visible, measurable, and embedded into ordinary governance, planning, operations, and public accountability.

Australian Reconciliation Action Plan growth pathway

Australia's Reconciliation Action Plan framework is useful because it shows a clear pathway of organizational growth. The stages move from foundation building to more mature implementation and leadership. For Yellowknife, this is valuable because it reinforces that the City does not need to do everything at once. It needs to build a strong structure that can deepen over time.

1. Reflect - Reflect RAP template / [Yarra City Council example](#)

- Reflect plans focus on laying foundations. They help an organization clarify why Reconciliation matters in its context, establish working groups and governance, and prepare staff and leadership for stronger future action.
- For Yellowknife, the key lesson is that even early stage plans are structured. They define purpose, internal ownership, and the first practical actions needed to move from broad support into an organizational pathway.

2. Innovate - [City of Stirling Innovate RAP](#)

- Innovate plans move beyond foundational awareness and begin setting more defined actions, responsibilities, reflections, and governance expectations across the organization.
- For Yellowknife, the lesson is that this stage starts to embed Reconciliation into broader municipal practice. It strengthens leadership accountability, community reflection, and the translation of values into ongoing work.

3. Stretch - [City of Sydney Stretch RAP](#)

- City of Sydney's Stretch plan shows what it looks like when Reconciliation becomes more deeply embedded into city strategy, advisory governance, public accountability, and community facing outcomes. It emphasizes advisory input, shared decision making, anti discrimination, procurement, employment, and reporting.
- For Yellowknife, the key lesson is that stronger municipal Reconciliation requires visible structures, internal coordination, and outcome focused work. Sydney is especially useful because it shows how a city can move from symbolic efforts to more integrated civic practice while remaining accountable to community voices.

4. Elevate: [KPMG](#) & [BHP](#) Elevate RAPs

- Elevate plans are not municipal in the examples because all municipalities have moved beyond this initial stage. Though these RAPs still provide important context.

Why the Australian examples matter to Yellowknife

Taken together, the Australian examples show that strong Reconciliation work develops through recognizable stages:

- First, an organization clarifies purpose and governance.
- Then it begins to embed practical actions and accountability.
- Over time, it strengthens public reporting, cultural capability, and shared decision making.
- At more mature stages, Reconciliation becomes part of how the organization governs, procures, communicates, measures, and leads.

For Yellowknife, this reinforces the value of the Partnership Table, the Reconciliation Scorecard, and department by department implementation. These are the kinds of structures that help a city move from broad commitment toward a more mature and visible civic standard.

Canadian municipal learning examples

The following Canadian references are included because they show different ways municipalities have embedded Reconciliation into policy, governance, civic identity, and procurement. They are especially relevant because they demonstrate that municipal leadership can take practical form in Canada as well, not only internationally.

City of Vancouver | City of Reconciliation ([City of Vancouver](#))

- Vancouver formally adopted a **City of Reconciliation Framework** in 2014 and has continued to build on that work through cross departmental reporting, ongoing updates to Council, and a citywide approach grounded in relationships with Musqueam, Squamish, and Tsleil Waututh Nations.
- The key lesson for Yellowknife is that municipal Reconciliation can be framed as an ongoing civic commitment, not a one time plan. Vancouver shows the value of keeping the work visible through regular governance updates and broader organizational integration.

City of Vancouver | Reconciliation policy ([City of Vancouver](#))

- Vancouver's Reconciliation policy and related updates show how a city can connect Reconciliation to UNDRIP implementation, city policy, and major land and governance work over time. In 2024, Council formally adopted the UNDRIP Action Plan developed collaboratively with the local Nations.
- The key lesson for Yellowknife is that policy matters when it is tied to implementation and refreshed over time. Vancouver demonstrates that municipal Reconciliation can evolve into a broader governance framework rather than remain only a symbolic declaration.

City of Saskatoon | Reconciliation and DEI ([saskatoon.ca](#))

- Saskatoon explicitly connects Reconciliation with broader work on inclusion, equity, and addressing systemic racism inside the organization and in the programs, grants, services, and leadership it provides.

- The key lesson for Yellowknife is that Reconciliation can be integrated into both internal and external practice. Saskatoon shows that cities can position this work as part of how they govern, fund, serve, and lead, rather than isolating it in one office or event stream.

City of Saskatoon | About Indigenous Initiatives (saskatoon.ca)

- Saskatoon's Indigenous Initiatives work is explicitly rooted in the Truth and Reconciliation Commission's Calls to Action and includes visible civic practices such as Indigenous annual events, reconciliation focused public learning, and a Reconciliation Visual Identity developed with community consultation.
- The key lesson for Yellowknife is that public visibility matters. Saskatoon shows how a city can make Reconciliation more understandable and more present in civic life through identity, education, events, and community facing programming.

City of Regina | Indigenous Procurement Policy, minimum 20% goal ([City of Regina](https://cityofregina.ca))

- Regina's procurement approach is especially important for Yellowknife because it demonstrates a concrete economic reconciliation lever. The City's procurement page states that its policy outlines a **minimum goal of 20 per cent Indigenous procurement**, developed with the Indigenous Procurement Advisory Committee.
- The key lesson for Yellowknife is that procurement can move beyond encouragement into clearer economic expectations. Regina shows that a municipality can use purchasing policy to set visible targets, build Indigenous business growth, and treat procurement as part of Reconciliation rather than as a neutral administrative function.