

2024-2026 WORK PLAN

Introduction

2024, like past years, is proving to be challenging. There is much to do and not enough time, people or money to get everything done. 2025 and 2026 will most certainly be the same. The risk is that if City staff try to do too much, at best, administration will achieve mediocrity in their results. The customers (residents, businesses, and visitors) and staff deserve more. Yellowknife is a wonderful city with tremendous potential. The team (Council and Administration) must focus their efforts on the most important areas in order to deliver outstanding results in a concerted and timely manner.

This document is designed to lay out the 2024-2026 Work Plan and, specifically, the unique major initiatives that are required over and above routine operations and administration. By remaining focused on these, staff will complete the most important work first and deal with other items thereafter; perhaps not even beginning to address them until 2025 or later. Respecting the priorities will make best use of resources (time, money and people) and will provide the opportunities Administration needs to move things along in a substantive manner.

A work plan consists of three distinct components. There is the routine work on operations (delivery of services) and administration. There are emerging or new initiatives and there is emergency preparedness, which on occasion, leads to major emergency response. Most of the staff's time will be spent conducting routine administration and providing services to the community. This, in and of itself, can be all consuming. **The initiatives in this document are in addition to that work.** We must also be able to deal with emergency or emerging situations. This is not a theoretical possibility but a very real one as floods, wildfires, cyber attacks, and the pandemic of the past three years have made abundantly clear. Combined, all of this is the work plan – not just the initiatives discussed in this document. The simplified diagram below illustrates this.



Annex A shows a list of examples of routine administrative and operational tasks. This list is not designed to be all-inclusive. Rather, it is intended to be illustrative of the reality that with the small staff and limited budget that exists at the City, there is very little capacity to take on work associated with new ideas, strategic thinking and purposeful initiatives. Therefore, the time that is available must be carefully managed and resource management is the key to success. All managers have a role in the coordination and prioritization of the work to get the job done. Council has an even more important role in helping to keep the entire organization focused on the work plan commitments by managing the public perceptions and expectations of the achievable. Discipline is paramount.

As with all initiatives, those outlined in this document will need to be reviewed periodically to ensure they remain relevant. Staff must also retain an agile and flexible spirit since there will be unforeseen urgencies that will oblige changes to the work plan, perhaps “bumping” some of the pre-planned items listed within this document.

Setting the Priorities

First and foremost, everyone must recognize that routine operations will continue. This includes but is not limited to: the provision of public safety services; the provision of water, sewage treatment, and other public works; growth and development activities; transportation services; environmental services; sports and recreation; fleet services and maintenance; finance and administrative services; infrastructure renewal; and corporate services (illustrated in some detail at Annex A). Routine activities consume most of Administration’s time and will continue to do so. Moreover, within these routine activities, there are many continuous improvement initiatives that have already been identified and, no doubt, more will become evident as the team continues to embrace a continuous improvement culture. **None of this required work is detailed in what lies ahead in this document.**

Therefore, when planning new initiatives and activities, Council and Administration must ensure that they have the capacity to complete them. Unlike large cities who have dedicated strategic planners and policy developers, in Yellowknife, the managers charged with daily and routine operations are the same people who must carve out time for emerging initiatives, special projects, strategic thought and policy development. Clearly, there are more ideas than there is time, people, and money to implement them. The team must therefore have a mechanism by which to prioritize their work.

For this document, in consultation with the Senior Leadership Team and based on Council’s Strategic Objectives, a categorization system has been used to properly manage all the projects. Determination of the categorization level, or “Tier”, was determined by considering: priority; amount of time required to complete; budget; scope of public consultation, involvement of GNWT; and availability of staff. As an example, a project could be a Tier 4 or 5 and yet be a top priority. Its higher tier level might be a function of the scope of the project or when the expertise can be assigned to the project.

The following classification system is being used:

Tier 1. Initiatives that have already commenced or will commence in 2024 and aim to be completed before the end of the year.

Tier 2. Initiatives that have already commenced or will commence in 2024 and aim to be completed before the end of 2025. Most of the projects in this category are multi-year efforts.

Tier 3. Initiatives that will be undertaken in 2025 and completed in that year.

Tier 4. Initiatives that have commenced or will commence as soon as practical and aim to be completed before the end of 2026. Most of the projects in this category are multi-year efforts.

Tier 5. Initiatives that will commence no later than 2026. Duration to be determined, in some cases.

Tier 6. Initiatives that will be undertaken as (and if) time permits. In the latter years of this initiatives plan, as part of the regular and recurring reviews, these items might be formally programmed.

2024 and 2025 (initiatives and routine activities) are over-programmed. This is intentional so that if something stalls for whatever reason, the staff can quickly shift to other projects. As 2024 and 2025 unfolds, adjustments will be made, based on Council's priorities and the ever-changing situation. There should be some flexibility to add additional items in 2026 and beyond. Adaptability and agile response are essential for success.

The Initiatives

Enumerating and prioritizing the routine tasks in service delivery and supporting functions (and the related continuous improvement initiatives) is not the purpose of this document. Most are illustrated at Annex A simply for awareness. What all employee groups do daily is captured in several other source documents such as standard operating procedures, by-laws, regulations, policies, standing plans and directives, and through the application of common practices. The table that follows captures those initiatives over and above the routine activities and the routine improvement initiatives.

It is also important to note that not all aspects and objectives within *"Council Strategic Directions 2023-2026"* have specific initiatives in this document. The way the city conducts daily operations and manages budgets will, in and of itself, contribute to the strategic objectives listed within the strategic direction.

For an initiative to be included in the list below, it must satisfy certain requirements. Otherwise, it is considered routine operations:

- The initiative requires involvement of multiple departments within the City staff; and
- The initiative must have direct and significant impact on the community; and
- The initiative requires prolonged hours of involvement by all levels of the management team; and
- The initiative must conform to Council priorities.

With the exception of preparation of the Budget and the legislated update requirements to the Community Emergency Plan, annually recurring items are not considered as initiatives but rather as routine operations.

Tier	Initiative	Comment	Project Lead	Estimated Completion
1	Emergency Evacuation Plan	Through contracted support. Working draft in 2024. Final version in 2025	PS	Q2 2024
1	Community Emergency Plan	Legislated. Annual update requirement	PS	Q2 2024
1	Compensation Policy for Emergency Response	To recognize extraordinary work hours in emergency response	HR	Q2 2024
1	Hotel Levy and Governance	Will address all types of short-term accommodation	EDS	Q4 2024
1	Development Incentive By-law (HAF)	Replaces out-of-date version	PD	Q3 2024
1	Job Classification Renewal	Required for Collective Bargaining	HR	Q2 2024
1	Land Administration By-law (HAF)	Streamlining land transactions	PD	Q3 2024
1	Transit Rebranding and Revisions	New routing, schedules, fares and advertising	PW	Q4 2024
1	Review of Budget Process	Must be streamlined prior to work on 2025 budget	CORP	Q3 2024
1	Round Table: Homelessness	Working session to share thoughts and ideas and identify tangible action items	CS	Q2 2024
1	Transition to New Rec Program Software	Ongoing. Old software no longer meets city's needs.	CS	Q4 2024
1	Development of Public Engagement Guidelines and Tools	To provide clarity on requirements and norms to achieve effective outreach. Identify tools. Manage expectations	EDS	Q4 2024
1	Development of Financial Policy: Mill Rate	Required for budget deliberations	CORP	Q4 2024
1	Development of Financial Policy: Asset Management	Required to manage capital funds in absence of asset management plan but recognizing general condition of existing assets	CORP	Q3 2024
1	Development of Financial Policy: Investment	Required for budget deliberations and for long-term financial planning	CORP	Q3 2024
1	Development of Budget	Keystone document on annual basis. Capital and Operating	CORP	Q4 2024
1	Update Livery License By-law (Taxis)	Updates for safety, administration, and accessibility	EDS	Q4 2024

Tier	Initiative	Comment	Project Lead	Estimated Completion
2	Business License Way Ahead and Plan	Need long-term vision/approach for business licenses	EDS	Q3 2025
2	Fundamental Review of City Policies – Situational Awareness	Phase 1. Must identify all policies, directives and guidelines that exist and their relevancy	CC	Q2 2025
2	Enterprise Resource Program – Needs Assessment	Phase 1. Identify needs for an integrated software and process solutions for seamless work flow in and between all municipal functions	CORP	Q4 2025
2	City Hall Functional Assessment and Path Forward	Address health and safety, lack of space, and quality of workspace concerns	PW	Q3 2025
2	Waterline Intake Replacement Project	Current intake line at ‘end of lifecycle’	PW	Q3 2025
2	Solid Waste Transfer Station Establishment - Initial Capability	Interim functionality. Follow phases will further enhance our ability to divert waste from landfill	PW	Q2 2025
2	Community Wildfire Protection Plan	To ensure life cycle management of created protection measures/assets	PS	Q2 2025
2	Implement Viable Recommendations from AAR of 2023 Wildfire Season	Phased approach over several years. Some key recommendations will have target dates in 2025	PS	Q2 2025
2	Collective Bargaining (3)	Ideally sooner	HR	Q4 2025
2	IT Review/Audit	First step towards a long-term IT strategy/funding	CORP	Q3 2025
2	Safety Directives and Procedures Update	Require updating	HR	Q4 2025
2	Aquatic Centre	Planned opening in February 2025	CS	Q1 2025
2	Agenda Management Software	Enhance records creation and management	CC	Q2 2025
2	Planning and Development Internal Directives and Process Updates (HAF)	Many continuous improvement initiatives ongoing - funded through the Housing Accelerator fund	PD	Q2 2025
2	Completion of RIMP Way Ahead	Consultant’s report Q2 2024. Public engagement and staff recommendation thereafter	CS	Q2 2025
2	Truth and Reconciliation Initiatives: <ul style="list-style-type: none"> • Land Acknowledgement • Explore re-naming of 50th Ave • TRC Monument 	Analysis has been requested by Council on re-naming of 50 th Ave. May need to be considered as part of larger initiative identified in Tier 4. Must also consider results of ongoing review of land acknowledgement	Co-Lead CS/CC	Q3 2025 Q4 2025 Q2 2025
2	Round Table: Development	Working session to share thoughts and ideas, discuss barriers and identify tangible action items	PD	Q1 2025

Tier	Initiative	Comment	Project Lead	Estimated Completion
2	Review of Levels of Service	Develop Council approved levels of service for delivery of all core municipal functions. Drives budget and asset management	CORP	Q4 2025

Tier	Initiative	Comment	Project Lead	Estimated Completion
3	Budget 2026	Annual requirement	CORP	Q4 2025
3	Round Table: Climate Change	Working session to share thoughts and ideas and identify tangible action items	PD	Q2 2025
3	Community Safety and Well-being Plan	Keystone document. Focus on downtown core but will cover entire city. Explore all general safety challenges (such as street lighting, noise, crosswalks, fire response capacity, speeding) and the city's role and responsibilities/actions in well-being of residents	Co-Lead PS/CS	Q4 2025
3	Development of Financial Policy: Wage Escalation	Required to ensure sustainable/affordable salary increases in the long term.	CORP	Q2 2025
3	Tourism Strategy	Refine work completed through contracted support. Ensure a clear understanding of level of ambition. Must clearly define role of city in tourism, long-term vision for the Visitor Centre, and desired visitor services	EDS	Q4 2025
3	Governance By-law Review	To save time by becoming more efficient at meetings. Will also enhance effectiveness	CC	Q4 2025
3	Develop a set of Work/Life Balance Initiatives	Explore options to reduce stressors at the work place to address mental health challenges, attraction and retention challenges and general well-being of workforce	City Manager	Q4 2025
3	Records and Information Management Audit and Review	Current record management is cumbersome and inefficient	CC	Q4 2025
3	Communications Strategy and Guidelines (including Place Branding)	Provide detail on communications structure, roles, and tasks. Provide guidance to entire corporation on effective public affairs and outreach. Develop place brand	EDS	Q3 2025
3	Development of Financial Policy: Subsidization	Clearly define guidelines for subsidization of both core and discretionary municipal services	CORP	Q4 2025

Tier	Initiative	Comment	Project Lead	Estimated Completion
4	Election Preparation	Will begin in 2025	CC	Q1 2026
4	Asset Management Plan – Condition Assessment	Essential 1 st step in process	CORP	Q1 2026
4	Asset Management Plan – Complete	Keystone document. Will be key determinant in all capital project decisions and will also directly influence levels of service possible. Will guide deliberations on balance between new capital projects and replacement of existing assets	CORP	Q4 2026
4	Truth and Reconciliation Initiatives: <ul style="list-style-type: none"> • Re-naming of Parks, Lakes, and Numbered Streets/Avenues • Arbour Development 	Develop holistic approach and plan for renaming of parks, lakes and numbered streets/avenues to reflect the history and heritage of the city, and region. Effort will be almost entirely focused on indigenous considerations	Co-Lead CS/CC	Q4 2026
4	Develop an Active Transportation and Public Transit Strategy/Plan	Provide an overall strategy with specific objectives to address all forms of active transportation and public transit in a pragmatic and affordable manner.	Co-Lead PD/PW	Q4 2026
4	Re-write Community Plan and Housing Policy (HAF)	Current Plan requires complete re-write	PD	Q4 2026
4	Water Rate Review	Address equity and fairness while ensuring affordability	CORP	Q1 2026
4	Fundamental Review of City Policies – Review Complete	2 nd Phase of review of city policies, directives and guidelines. New documents developed and approved	CC	Q2 2026
4	Varied Planning Projects and Housing	Ongoing beyond completion date but bulk of projects related to HAF will be complete	PD	Q4 2026
4	Succession Plan	General approach will be developed and introduced in early 2025. Individual succession plans for managers in place on completion date.	HR	Q1 2026
4	Interim Talent Management Strategy and Action Items	Strategy complete in 2025. Ongoing work on action items thereafter. Succession Plans form part of this strategy	HR	Ongoing Bulk of action items complete Q3 2026
4	Kam Lake Development Plan	Develop light industrial subdivision on west side of city.	PD	Q3 2026

Tier	Initiative	Comment	Project Lead	Estimated Completion
4	Economic Development Strategy	In addition to best-practice elements of an excellent strategy, must clearly define city's vision, level of ambition and resourcing. Should also address retail revitalization, and an MOU with the Resource Sector (mines) – critical elements for the city	EDS	Q1 2026
4	Joint Economic Development Plan with YKDFN	As a subset of overall economic development strategy. Timeline determined as part of ED Strategy	EDS	TBD
4	Review of Regulatory Delegations from GNWT to City and Develop Action Items	In absence of a City Charter, additional delegations would streamline many processes	Co-Lead PD and EDS	Q1 2026

Tier	Initiative	Comment	Project Lead	Estimated Completion
5	Budget 2027	Annual requirement	CORP	Q4 2026
5	Accessibility Audit Implementation	Action Items ongoing. Requirement to review audit status and determine next steps	CS	Q1 2026
5	Business Continuity Plan	Develop detailed plan on business continuity in emergency situations. Will eliminate ad hoc approach that currently exists	PS	Q4 2026
5	Enterprise Resource Program	Following Needs Assessment, develop plan, purchase hardware and software, and implement. Timeline determined after Needs Assessment	CORP	TBD
5	Develop Strategy for Workers' Camps	Determine whether additional controls are required, while not limiting development/growth opportunities	PD	Q2 2026
5	Complete Fire Hall Renovation and Expansion Project	Determination of path forward and design (based on funding availability) in 2025. Build in 2026	PS	Q4 2026
5	Climate Change Plan 2026-2036	Update required to current plan	PD	Q4 2026
5	Develop Renewed Performance Measurement Framework and Dashboard	To help guide resource management and establishment of priorities	TBD	Q4 2026

Tier	Initiative	Comment	Project Lead	Estimated Completion
6	Explore Possibility of City Charter	A City Charter could empower City to be more agile and forward thinking		
6	Arts and Culture Masterplan	To promote the Arts and support diversity		
6	Mid-term Review of Council's Strategic Directions	Reflect on progress to date, the current situation and the adjust strategic direction if necessary		
6	Enforcement Measures Review within By-laws	Require complete revision		
6	Review of Agencies, Boards and Commissions	Terms of Reference and structure should be reviewed		
6	Strategy on Non-Owner Occupied Rental Dwellings	As we assess success of varied housing initiatives, re-examine whether Air B&Bs require additional regulation to address housing shortfall? If so, what?		
6	Heritage Committee Strategic Plan Update	Self-explanatory		
6	Home Energy Retrofit Program	Work with GNWT		
6	Explore Possibility of an Arts Centre	To promote the arts		
6	Regulation of Tent/Fabric Structures	Public safety and development considerations		
6	Holistic Parking Strategy	A review required		
6	Implement Agriculture Strategy	Work with GNWT		

Important Notes:

1. **Several initiatives identify reviews, audits and plans to be completed in 2024-2026. Once complete, these will then necessitate many new implementation initiatives in the 2025 and beyond timeframe, with most being in 2026 and later.**
2. There are several keystone documents within the above table. These documents will be the primary supporting documents (keystone) to "*Council Strategic Directions 2023-2026*" and to Council's articulated priorities. These documents are intended to address areas holistically and will therefore be critical plans and/or strategies moving forward. They are intended to focus effort and minimize additional patchwork ideas that may not align with the larger strategy or plan and that detract from the main efforts. The keystone documents, once approved

by Council, will generate additional work initiatives and action items that will need to be programmed within the work plan. The keystone documents are:

- a. Annual Operating and Capital Budgets. Funds all activity within a given year. Additional expenses outside of the approved budget adversely affect the financial discipline required.
 - b. New Community Plan and Housing Policy. Essential to encourage smart growth and development within the city.
 - c. Community Safety and Well-Being Plan. With an emphasis on the downtown core, but covering the entire city, this plan maps will outline safety requirements and the city's role in addressing the well-being of our residents.
 - d. Active Transportation and Public Transit Plan. Will provide an overall strategy with specific objectives to address all forms of active transportation and public transportation in a pragmatic and affordable manner.
 - e. Asset Management Plan. Examines challenges of city's aging infrastructure and determines solutions to address the infrastructure deficit and to properly 'life cycle manage' all assets.
- 3. There are many regulatory requirements associated with our water license, sewage and waste management. These are stand-alone work plan items and are highlighted at Annex B. In their totality, they form a large commitment for Public Works and Engineering and must be carefully considered when exploring additional workload ideas.**

Advocacy

In addition to the initiatives identified above, there are key advocacy efforts required with the Government of the Northwest Territories. These should remain active and ongoing until satisfactory results are achieved. **The social and health challenges within the city are well documented and must be addressed. This should be pervasive in all discussions and undertakings with the GNWT.**

Having too many “asks” of the higher level of government can cause lack of focus and make success more challenging to achieve. Therefore, what follows are the recommended advocacy efforts in general order of priority and are in addition to addressing the social and health challenges. With Council focused on these at the political level and staff doing the same with Territorial senior administrators, success should be possible:

1. Establishment of a major post-secondary institution in Yellowknife. This initiative seems to be stalled. A talent pipeline is critical to growth. Sources for potential skilled employees is always a priority consideration for businesses considering establishment or expansion within a city. Such an institution would also help with retention of the city’s youth; a key element in any growth strategy.
2. Transfer payments to municipalities. Previous correspondence clearly identifies and recognizes that there is a shortfall of transfer payments to Yellowknife based on the funding formula. Annual recurring deficit is over \$8 million, which is approximately 10% of the city’s total budget, and this shortfall must be rectified.
3. Transfer of Commissioner land. To enhance possibilities and attractiveness of Yellowknife for major building development.
4. Airport image and capability enhancement. The airport, which is the predominant gateway to the NWT (and the first impression for visitors and potential businesses) is sub-optimal in terms of both image and capability. The terminal needs a major “facelift” and this should be funded immediately. Enhanced capabilities would also be very beneficial to allow larger passenger aircraft to land and be properly handled.
5. Address missing or inadequate legislation at Territorial level. The list is long and requires additional fidelity but some examples of required legislative work are: Delegation of Subdivision Authority; Cemetery Act; Delegation of Authority for Community Plan Approval; a revised Public Land Act (merge the *NWT Lands Act* and the *Commissioner’s Land Act*); modernization the *Cities Towns and Villages Act*; modernization of the *Community Planning and Development Act*; establishment of a NWT Building Code; and modernization of the *Property Assessment and Taxation Act*.

6. Municipal Boundary Change with YKDFN. Agreed to in principle by all parties, formal staffing and legislative change now required and appears to be stalled.

Efficiency Recommendations (To free up time)

Several easily implemented actions would improve efficiency and therefore free up time to address the work plan:

1. GPC and Council Meetings.

- a. Decrease frequency of GPC meetings to once every two weeks and schedule on same Mondays as Council meetings. This will give back to staff the equivalent of more than one work day every two weeks. Limit discussion at GPC and Council meetings in accordance with the Governance by-law to no more than 10 minutes per Councillor.
- b. Remove “New Business” from Council agendas. It is a ‘best practice’ to not introduce new business at Board meetings. New business should be introduced through consultation with City Manager or Mayor and formally scheduled. Last minute introduction of new material leads to prolonged and unfocused discussion and/or debate.
- ~~c. Remove “Administrative Inquiries” from Council meetings. Such inquiries are best sent to the City Manager directly, to allow staff to investigate prior to providing a reply. Should the item then require discussion at a GPC, the Councillor could request that the City Manager schedule accordingly. Council members shall submit “Administrative Inquiries” to the City Manager no later than 10:00 a.m. on the Thursday preceding a meeting to permit staff to investigate the matter prior to providing a reply.~~
- d. Council information packages will be released no later than the end of the work day on Thursdays prior to GPCs and/or Council meetings. Staff will be available on Fridays and Mondays to answer questions. Recommend that Councillors provide their questions to the City Manager and/or Directors in advance so that Administration can be properly prepared to answer questions at the meetings. Ideally, many of the questions, if just for clarification, can be resolved prior to the meetings; thereby saving more time.
- e. Redesign format and content of Administration reports to Council for: clarity and precision; to better highlight critical elements; and to eliminate information that is not required for Councillors to form their opinions and for Council to render decisions.

2. Delegations to GPC or Council (Presentations). There are statutory requirements to allow specific types of delegations/representation before Council. These must continue. There are other presentations that may be of interested to Council. These should be scheduled but only after there is a clear understanding by the staff of the scope and content of the presentation. This will enable a mechanism to ensure that valuable Council time is not wasted on presentations that are not linked to the functions of a municipal government. There are also requests to present whereby the organizer wishes funding or 'service-in-kind'. These presentations should not be scheduled at routine GPCs or Council meetings. There are processes in place whereby groups or individuals may ask for grants, and there is also scope to ask for consideration of funding within the public consultations of the annual budgetary process. To allow 'asks' outside of process attacks the discipline required in budget management. It is also extremely time consuming since the presentations may lack balance, may use invalid comparators, may have inaccurate facts, may underestimate costs, and may exaggerate outcomes. All this must be verified and detracts from other priority work of the Administration. It is also unfair to those organizations that follow process to request support, to then consider funding those who circumvent process. The City Manager should be empowered to review any requests for presentations and determine whether they are appropriate. If there are requests for funding or in-kind support, the presentation should be denied and the organizer referred to the budgetary process or to the grant application processes.
3. Enhanced Communications between Directors and Council. Current protocol asks that all correspondence from Councillors to staff flow through the City Manager. This creates inefficiency and limits understanding and teamwork between the senior leadership team and Councillors. Recommend that Councillors be allowed to correspond by email or phone with Directors but still remain restricted from corresponding with other staff. This should improve communications flow. However, this recommendation is provided with a critical caution. Councillors must limit the number of emails to Directors. Every email consumes valuable staff time. Moreover, there will be a tendency to ask operational or administrative questions. This should be avoided since the role of Council is strategic and policy driven. The City Manager must still be included on any correspondence to/from directors, and directors will respond to all Councillors when questions are asked by any one Councillor – to ensure all have the same information.
4. Customer Service Approach and Feedback Mechanism. The current system sees customer service comments, questions and concerns channeled to the staff through many different avenues, including in person inquiries at city hall, emails to staff, email to Councillors, social media, and even comments via mainstream media. Receiving inputs from this many sources makes prioritizing requests problematic and makes tracking items for responsiveness and completion almost impossible. A 'one stop shop' for customer service would be ideal but the City staff is simply too small and can ill-afford the costs associated with such a model. Therefore, it is recommended that six distinct contact points be established (with publicized email addresses and/or phone numbers) and that all inquiries, including those sent to councillors, be referred to one of the contact points. The entire team should then discipline themselves to ask the customers to work

directly with the contact points and NOT act as intermediaries between the customer and the applicable service area. The six recommended contact points would be established as follows:

- a. Public Works
 - b. Finance
 - c. Community Services
 - d. Planning and Development
 - e. Municipal Enforcement
 - f. Office of the City Clerk/Miscellaneous
5. Motions without Notice. Commonly referred to as ‘motions on the fly’, their introduction into any meeting of Council is counter-productive, consumes valuable time and are inherently risky since all aspects and impacts may not have yet been considered. Staff have not had any opportunity to provide their professional advice and councillors have not had time to reflect on that advice and develop their own opinion on the matters. Recommend that motions without notice not be considered when presented. They should either be defeated or, if the motion is deemed to have merit and is considered worthy of a disruption in the work plan, referred to the City Manager. They could then be re-introduced to Council or GPC with all material facts and staff considerations.

Structure

The entire structure of the City’s work groups should undergo a formal review to ensure that the organization is best structured to deliver the required core municipal services and move forward on other Council priorities and supporting initiatives. This review is programmed within the initiatives above. The managerial structure review will be completed and implemented first, since it is recognized that the review and reorganization of the unionized work groups will take more time. This is not a cost-cutting exercise. In fact, it is likely that the review will identify modest increases that are required to the city workforce.

There are two urgent requirements that should not wait until the review is complete. We are not providing sufficient timely communications and outreach to the community. This leads to uncertainty, frustration, lack of awareness, and increased customer service concerns and complaints. To address this significant challenge, there should be immediate approval for two additional positions.

1. One additional communications officer within the communications team. This will allow the city to push more information to the public (using all forums and mediums) in a timely manner.

2. One customer service outreach coordinator within Public Works. Public Works receives the majority of customer service comments and questions and, generally speaking, most are complex and emotive. It is the staff's responsibility to engage with and address customer comments and questions. However, the reality is that the current structure obliges managers to spend too much time on this, at the expense of their other work. A customer service outreach coordinator will free up a significant amount of time for leadership and management within Public Works and Engineering.

There are sufficient funds within the 2024 salary wage envelope to cover the costs associated with hiring these two individuals for the last six months of this calendar year and their continued salary thereafter would be incorporated into the 2025 budget.

Work/Life Balance and Quality of Work Conditions

Too many employees are working too many hours. The amount of work, the inherent stressors, and the pace of activity are extremely high and are leading to mental and physical health challenges, and family stress, where increased compensation alone is usually not the solution.

There is also sub-optimal work spaces within city hall and at other City-owned locations. This exacerbates morale, diminishes work productivity and in most cases, also generates health and safety concerns.

Therefore, within the initiatives plan you will note two important undertakings. A review to determine possible options to address work/life balance and the stressors at work, and a review of City Hall office space to determine a long-term solution to the workspace challenges. A review of other workspaces within the city would need to wait until after the structural review.

Conclusion

This work plan is a very ambitious program that will require periodic additional guidance from Council to focus Administration's efforts. The purpose of this document is to provide an overarching roadmap to help manage the work of the staff. Progress will be evaluated through performance measurement and adjustments will be made and properly communicated as the team progresses through the years and through this heavy workload.

There will always be a desire to complete initiatives more quickly but the reality is that this is not possible in most cases. This is why some items have been programmed over two years or for later years. Most initiatives require public consultation and the involvement of other stakeholders. This engagement is critical to success but it also takes time and can therefore affect completion dates; since consideration must be given to the schedule and workloads of other organizations, stakeholders, subject matter experts and consultants. Administration will work as hard and as

efficiently as possible to complete the assigned tasks. Direction from the senior leadership team will be provided as appropriate to the staff, based on Council priorities to keep the required focus and discipline.

This document will also be used to inform Council as they deliberate on new ideas or initiatives, in that the city manager will be able to explain what may need to be delayed should Council wish to explore other projects.

In closing, everyone should recognize the tremendous work that has occurred in past years. As the team works its way through the remainder of 2024 and then into 2025, the leadership and management challenge will be to ensure a work/life balance that maximizes outputs but that also cares for our people.

JC Collin
City Manager

ANNEX A

ILLUSTRATIVE LIST OF ROUTINE OPERATIONS AND ADMINISTRATION

Human Resources

- Attracting, sourcing, and hiring suitable candidates for job openings.
- Developing job ads and specifications.
- Conducting interviews and selection processes.
- Administering pre-employment tests and background checks.
- Facilitating new hire orientation programs.
- Providing information on company policies, benefits, and procedures.
- Coordinating with other departments to ensure a smooth onboarding process.
- Issuing ID badges.
- Initiating payroll and benefits documentation.
- Handling employee grievances and disputes.
- Mediating conflicts between employees or between employees and management.
- Implementing disciplinary actions when necessary.
- Handling whistleblower complaints in accordance with company policies and legal regulations.
- Conducting workplace harassment investigations and taking appropriate corrective actions.
- Developing and implementing performance appraisal systems.
- Providing feedback and coaching to employees.
- Identifying training and development needs.
- Rewarding and recognizing employee performance.
- Assessing training needs and developing training programs.
- Organizing and facilitating workshops, seminars, and other learning opportunities.
- Monitoring and evaluating training effectiveness.
- Supporting employees in their professional growth and development.
- Arranging duty travel for out of town training, professional development, and conferences.
- Managing training budgets for each division.
- Managing salary structures and compensation plans.
- Developing job descriptions.
- Classification of job descriptions.
- Conducting salary surveys and market research to ensure competitive compensation packages.
- Administering benefit plans such as health insurance, dental coverage, life insurance, and retirement plans.

- Serving as a liaison between employees and benefit providers.
- Communicating benefit information to employees and addressing inquiries or concerns.
- Promoting physical, mental, and emotional well-being among employees.
- Organizing wellness programs and initiatives, such as fitness challenges, mindfulness sessions, and health screenings.
- Providing resources and information on healthy lifestyle choices, nutrition, and stress management.
- Offering employee assistance programs (EAPs) for counseling and support services.
- Conducting exit interviews to gather feedback and insights from departing employees.
- Coordinating the return of company property, such as keys, badges, and equipment.
- Processing final payroll and benefits documentation.
- Communicating departure details to relevant departments, such as IT for account deactivation and Facilities for workspace clearance.
- Processing payroll accurately and timely.
- Calculating wages, deductions, and withholdings.
- Ensuring compliance with tax regulations and statutory deductions.
- Issuing paychecks or electronic transfers to employees.
- Maintaining payroll records and employee pay history.
- Timesheet management.
- Developing and updating HR directives and procedures.
- Ensuring compliance with labor laws, regulations, and industry standards.
- Providing guidance on legal and ethical issues related to employment practices.
- Conducting internal audits to assess compliance levels.
- Promoting a positive work culture and organizational values.
- Planning and organizing employee engagement activities and events.
- Conducting employee satisfaction surveys and feedback sessions.
- Implementing initiatives to improve employee morale and retention.
- Ensuring a safe and healthy work environment.
- Developing and implementing safety directives and procedures.
- Conducting risk assessments and implementing preventive measures.
- Managing workers' compensation claims and return-to-work programs.
- Handling workplace accommodations and return-to-work programs for employees with disabilities or medical conditions.
- Implementing and maintaining HR Information Systems (HRIS) software.
- Managing employee data and records.
- Generating HR reports and analytics for decision-making purposes.
- Ensuring data privacy and security compliance.
- Negotiating collective bargaining agreements with labor unions.

- Addressing issues related to union representation, contract interpretation, and grievance procedures.
- Facilitating communication between management and labor representatives.
- Ensuring compliance with labor laws and regulations governing unionized workplaces.
- Managing employee relocations, including coordinating moving logistics, housing assistance, and other relocation benefits.
- Tracking and managing employee attendance records.
- Implementing policies and procedures related to attendance, including time-off requests and scheduling.
- Attendance audits.
- Implementation attendance management programs when required.
- Administering leaves of absence, including Workers' Safety and Compensation Commission (WSSC) and Long-Term Disability (LTD) leaves, Deferred Salary Leave, Parental, Maternity, Compassionate Care Leave etc.
- Providing support and guidance to employees on leave entitlements and return-to-work processes.

Planning and Development

- Customer service (phones, emails, in person meetings).
- Processing of planning applications – zoning, development permits, variances, etc.
- Processing building permits – foundation, structure, mechanical, etc.
- Processing land applications – leases, purchases, easement, etc.
- Processing applications for occupying city land.
- Processing applications for encroachment or LOO.
- Policy development – internal directives, procedures.
- Identify and action unauthorized construction.
- CityView modernization (PandD)
 - Climate Change and Environment
 - Review of current plans and policies
 - Evaluation of the current program – success and challenges
 - GHG emission inventory 2015-25
 - Develop new Climate Change Plan (which incorporates energy plan)
- RFP for consultant
 - District Heating (biomass)
 - Home Energy Retrofit
- Monitoring current policies and by-laws – recordings, tracking, and proposed edits.
- Monitoring service standard timelines.
- Processing requests for information.

- Drafting and executing development agreements, title, transfer documents, lease amendments, etc.
- Processing of site plans, real property reports.
- Tracking planning and development finances, deposits, permit fees, assurances, securities, etc.
- Building inspections.
- Servicing connections inspections.
- Planning Projects:
 - Kam Lake Development
 - Taylor Road Development
 - School Draw Development
 - Gitzel Development
 - Niven Development
- Zoning By-law amendment to add two new medium density zones
- Development Incentive By-law development
- Repeal and Replace Land Administration By-law
- Review of City Land for disposal for development purposes
- HAF
 - Housing Needs Assessment
 - Infill – policy, zoning, subdivision, service, grading and sale
 - Density – policy, zoning, land development
- Disposal of City property – public consult, zoning, subdivision, service, grading and sale
- Development process – update applications, CityView, timelines, etc.
- Development Incentives – drafted for HAF
- Parking – reduce parking requirements and create alternative options
- Affordable Housing – policy, formula, CP update, update development agreements
- Tracking, reporting, budget, communications, consultation
- Managers manage staff (HR, mentoring, development, etc.)
- Respond to emails and meeting requests
- Draft formal responses (land, planning, GNWT applications, etc.)
- Update purchase and lease agreements (Ed, managed by Lands)
- Director and Managers meet Tuesdays
- Manager meet with PW Manager Engineering Mondays
- Records, applications, agreements, terms and timelines monitoring, checking
- Enforcements of terms of agreements
- Directors meetings

- Attend GPC, Council, other Committee as required (Director)
- Heritage committee
- Accessibility committee
- Giant Mine Remediation Project Committee
- Monitor and advance application of the City for Land from the GNWT
- Website maintenance and monitoring, update as required
- Meeting with division staff – Managers x2, Director x1
- Budget work (varies throughout the year)
- Visa's, invoicing, financial planning
- Take back of land processing (Manager, land officer, legal)
- Managing legal issues and working with legal staff
- Implementation of design standards within applications and decisions
- Quarterly Stats Can reporting
- Twice a year CHMC reporting
- Yearly PER's
- Quarterly land reports to council
- Quarterly development reports to council
- RFP process as required (Manager and Director)
- Development Appeal Board (Director, Managers, Planner, Legal)
- GPC Memo (Director, Managers, staff)
- GPC or Council Presentations (Director, Managers)
- HR issues, harassment, workplace complaints, etc. (Director or Manager)
- Presentations or Participation in outside agency meetings (Director, Managers)
- Enforcement of by-laws, through administrative process, advanced to Legal as required
- Harbour Discussions (Director)
- Director is on Job Classification Committee
- Job Classification Renewal (Director and Managers)
- File documentation (email, DM, etc.)
- City Hall functional assessment (director as required)
- ICS training as required
- Respond to media enquiries
- Director is member of LEMO
- Director meets with YKDFN Director of Planning
- Hire three staff for vacant positions – once JD's are done, and Sr. Planner is a thing, hire

- Manager on Asset Management Committee
- Work to facilitate staff and manager training opportunities
- Water access and dock at Giant

Community Services

- 2023 Capital Carry Over projects
- 2024 Capital Projects
- Outdoor Rec, Parks Equip, Accessibility
- Agreement renewals
- CAB Reaching Home funded program reviews
- Arts and Culture Master Plan Implementation Strategy development
- Office space development City Hall, Aquatic Centre
- Complete the Street Outreach Program assessment and implement recommendations.
- Revive the C/S Development Standards work and strive for completion
- Level of service standards development,
- Implementation of City Works
- EOC/LEMO
- Training: Management; EOC, De-escalation; suicide prevention
- Library Lease Space renewal – Office dev't
- Facility Advertising – selling, follow up with existing
- Sponsorship development - Aquatic Centre naming, component and Pouring Rights
- Budget Prep – O&M as well as Capital
- Wayfinding strategy implementation
- Lakeview Cemetery mapping
- Point-in-Time Count
- Committees – Grant Review, CAB, Accessibility,
- Staffing recruitment/personnel issues
- C/S work team development
- Public enquiries/Click 'n' fix
- Council enquiries
- Grant Applications and reporting
- Field bookings - indoor and outdoor
- Ice bookings

- Special Events - Communication plans review and approval
- Special Event planning, support, execution
- Performance Evaluations
- Job Description review and follow up
- Xplor Recreation testing
- Website updates - facilities schedule - holidays, seasonal changes, cancellations
- Summer Recruitment - Day camp staff
- Coverage for staff - Aquatic supervisor, Special Event Coordinator, Recreation Programmer
- Aquatic Centre - purchases, procedures, general operations
- Homelessness round table
- New staff orientations
- Developing and managing RFPs and tenders.
- Management of several capital projects.
- HR issue such as workplace incidents, harassments complaints, grievances, etc.
- Participation in collective bargaining.
- Memos to council
- Staff meetings and in-services
- Staff scheduling – trouble shooting shortages
- Communication with the public on complaints, enquiries
- In kind donations
- Facilitating Large volumes of facility passes
- Ongoing maintenance issues in Recreation facilities – large scale repairs
- Purchasing supplies – uniforms, equipment
- MP Ice making, maintenance and ice removal – general facility operation
- MP Cleaning
- FH maintenance, cleaning – general facility operation
- RIMP Maintenance, cleaning – general facility operation
- Parks maintenance
- Trail Maintenance
- Playground inspections
- Garbage removal
- candidate shortlisting
- Staff interviews
- Staff payroll enquiries

- Time sheet approvals and corrections, entries
- Time off approvals
- Administration of HIFIS
- Administration of When to work – scheduling software
- Facilitating the Joint use agreement
- Negotiating facility use among user groups
- Asset Management building the facilities list, service standards, daily time sheets, etc.
- Prioritize workload and job priorities based on service standards
- Manages and replies to all concerns whether through Click and Fix, Calls etc.
- Onboarding, training
- Performance Management, training and dev, processes, resources and procedures
- Business processes document, streamline and communicated
- Ensure staff, volunteers and contractors comply with Health and Safety and OH&S
- Long range planning
- Regular site inspections, safety oversight
- HVAC, boilers and district heat systems and Building Repairs/Capital Projects for all Recreation facilities
- Trades support to all Community Services buildings, City Hall and the Fire Hall.
- Plantings and trees in gardens, boulevards and streetscapes
- Outdoor Trails and paths around City Hall including entrances snow removal and sweeping
- Litter control throughout City approx. 280 cans
- Accessibility Capital Projects throughout The City of Yellowknife Preventative maintenance for all the above
- Dog Park maintenance
- Support to Special Events and Public Events
- Vehicle/Equipment Inspections and some maintenance
- Playground inspection and maintenance
- Asset Management Committee, OH&S Committee, NWTRPA, Liaise with School of Community Government regarding Rec Training
- Divisional Budgeting Capital and O&M
- Negotiates contracts, user agreements, service agreements, RFP, RFT etc.
- FH maintenance and contracts, Inspections, safety, emergency training
- Keeps required paperwork for regulations, asset management, building records
- Purchasing, VISA's,
- Evacuation center, set up and take down, storage
- Planning for wildfire smoke precautions – air cleaners and changes to HVAC
- Zamboni maintenance

- Janitorial work at facilities
- Deal with user groups and PR daily
- Communications about projects, closures etc.
- Janitorial contracts, Fuel contracts, Garbage Contracts, Alarm System Contracts
- Writer's Room and Meeting Room bookings
- Developing and running programs
- Finding program partners and assisting with programs
- Incident reports and ban letter writing
- Setting up new patrons, renewing existing
- Interlibrary loans
- Shelving/organizing
- Cataloguing
- Ordering physical and digital media
- Promoting programs
- Book displays
- Fielding reference questions, including tech support
- Library maintenance
- Responding to media requests

Public Safety

- Collecting information from various sources for a variety of issues/projects/reports
- Significant email outreach (expectations for immediate response, initial requests, drafting responses, follow up requests when don't get answers or flagged for responses, searching for emails to follow-up)
- Dealing with a variety of complaints/requests at varying levels of priority including; public complaints and requests, City Council complaints and inquiries, and media requests.
- Managing expectations – dogs, parking, litter, speeding, pedestrians, school zones, bicycles, etc., especially social services implications (vulnerable, marginalized, homelessness spectrum, low income, seniors, disabled) and dealing with a wide variety of opinions.
- Strategic planning for divisional annual operational goals and objectives
- Inter-governmental engagement, collaboration, and liaison
- Major project management: After Action Assessment (meetings, written correspondence, data collection) overview and support
- Major project management: Fire Hall Renovation and Expansion (meetings, written correspondence, data collection, corresponding with YKFD, PW&E, etc.) overview and support

- Operational management support for two Divisions and one sub-division (Fire Division and Municipal Enforcement (MED) and Public Safety Communications Centre (PSCC)) Personnel and performance management, labor relations and grievances, bullying and harassment complaints
- Contract management
- Service Level Standards: MED, Fire and Emergency Program
- Dispatch Platform upgrade to Priority Dispatch
- Standards of Cover for Fire Division
- Community Risk – identification and reduction program
- Develop a comprehensive Community Emergency Program based on four pillars of EM and building strategies level to support.
- Emergency Operations Center: develop, training, and operationalize tasks.
- Community Wildfire Protection Plan
- Community Wildfire Pre-plan
- Wildfire Sprinkler Protection Deployment Plan
- GIS Development for Public Safety layers and resources
- Fleet support and justification for Fire and MED
- VHF radio communication infrastructure planning and support
- Budget review, planning and preparation
- Reconciling invoices, purchase orders
- Revenue and fee structure review
- 2023 wildfire reporting and records keeping
- 2024 wildfire work planning
- Constant records management of all projects and tasks
- By-law review, assessment, and amendments
- Giant Mine Remediation participation and discussion.
- YKDFN interactions and relationships.
- Implementation and management of city design standards.
- Various public engagement activities for any number of projects.
- Tasks necessary for GPC and Council preparation.
- Managing contribution agreements and reporting (i.e. GAHR and GMRP)
- Consultations with various City departments on inter-operability support or requests
- HR matters like; recruitment, payroll and leave administration
- Collective Bargaining (research, preparation, meetings, bargaining sessions)
- Talent Management Strategy
- Job Reclassification Strategy

- Succession Planning
- OHS Program. (i.e. JOSH, investigations, directive, procedures)
- Various meetings – SLT, LEMO, manager, Management Meetings, GMRP, RCMP, MACA
- YKFD fire protection and response
- YKFD medical response
- YKFD community outreach
- PSCC services
- MED services
 - Emergency response to support YKFD/RCMP/officer safety
 - Proactive traffic enforcement
 - Targeted Enforcement Operations
 - Complaint response and follow-up
 - Call taking, tracking, and reporting
 - Parking enforcement
 - Other by-law enforcement including; dog control, unsightly lands, garbage, public parks, noise, taxis, snowmobiles, ATVS, etc.
 - Territorial legislation enforcement including the Motor Vehicles Act, Dog Act, and ATV Act
 - Executing arrest warrants and other court orders.
 - Significant administrative work, including; court, disclosure preparation, reporting, data/ticket entry, tracking, snowmobile registration, parking pass issuance, and customer service
 - Administers the Administrative Monetary Penalty System (AMPS) in its entirety
 - Administers the Livery Licence By-law including, taxi and chauffeur licensing, inspections, complaints, and examinations
 - Corporate security (City Facilities and Parks)
 - Support to all other City departments in one way or another
 - Standard training includes; use of force, emergency vehicle operations, RADAR/LIDAR operations, crisis intervention and de-escalation, statutory authorities, traffic stop safety, first aid, snowmobile operations, bicycle patrol, and animal control
 - Annual Bike Rodeo and BBQ
 - Safety presentations
 - Downtown engagement, specifically with vulnerable populations
 - Working with residents to gain willful compliance

Office of the City Clerk

- Managing and reviewing agendas for Senior Leadership Team meetings, GPC, and council meetings.
- Reviewing and approving GPC and council follow-ups, GPC reports, and council minutes.

- Managing requests to appear before committee/council, including any presentation material and liaison with Mayor and city manager re. such requests
- Corresponding with and managing the City's webcast calendar and technical issues with webcast provider, SwagIT.
- Review and approve development permit notices for publication.
- Review and approve Capital Update (City's weekly newsletter).
- Responsible for the proper operation of all council chamber technology. Often asked to provide assistance for other users of council chamber.
- First point of contact for many public processes. Responsible for answering phone calls and emails from public.
- Public complaints, both formal and informal. Tracking complaints, director responses, and resolutions.
- Website content review and approval
- Council Portal content updates
- Assisting staff with all Clerk-related questions/issues/documents (DM, council meetings, memos, SLT meetings, agenda management, presentations, follow up tasks, existing policies)
- Providing timely advice to mayor and council, as necessary
- Any required tasks/preparation for LEMO and EOC training
- Participation in Management Steering Committee (coordinating discussion topics, agendas, etc.)
- Manage relationship, reports and invoicing for Integrity Commissioner
- Management of some legal files (for example, WSCC Judicial Review file)
- Monitoring Clerk and Admin budget responsibilities
- Manage and coordinate access to information requests
- Management of Development Appeal Board and related appeals
- Management of Board of Revision
- Work with IT on DM improvements and trouble-shooting
- Drafting memos to council/committee, as required
- Distribution of monthly RCMP reporting
- Monitoring communications emails to ensure Clerks timely support to Communications
- Addressing street naming requests as appropriate
- Managing clerk and admin department staff and manager
- Manage tracking of outstanding council motions and pending by-laws
- Review applications for committee memberships, ensure applications are brought to council when required and ad hoc committee duties (such as revising TOR as directed by council, or committee training as necessary)
- Scheduling
- Managing Access for All Program
- Managing Lakeview Cemetery

- Admin support to Committees of Council
- Admin support to departments
- Booking Travel for Mayor/Council
- Drafting Letters
- Programs Support
- Processing Liquor Permission Agreements
- Processing YATS applications
- Budget Book Compilation
- Boardroom Bookings
- Citywide Catering
- Routine Daily Administrative Tasks
- Development Permits Advertisements
- Processing Engineering Invoices
- Processing Orderly Use of Highways Permit
- Vital Docs/DocuSign
- Council Tracking/Comms
- Records Management
- Citywide DM Training
- Requests for Information

Economic Development & Strategy

- EOC training and emergency preparedness
- Responding to media
 - Acknowledge receipt of request
 - Connect with relevant staff member(s) to obtain an approved response – often takes multiple e-mails
 - Respond to media with approved response
- Media releases
 - Draft content (including quote from Mayor)
 - Obtain approvals
- Communications plans/Public Engagement for city initiatives
 - Aquatic center
 - Transit revamp
 - By-law changes (zoning, building, etc.)

- Budget
- Recruitment
- General City updates
 - Road closures
 - Water breaks
 - Facility closures
 - Programs
 - Safety (back to school, thin ice, clean sidewalks, etc.)
- Reviewing contracts
- Accessibility Committee
- Responding to complaints
- Collective Bargaining
- YKDFN partnership/relationship/work – JEDS
- Attending meetings (GPC, Council and directors, LEMO)
- Responding to legal questions/queries
- Responding to lawsuits
- Assist with Contract management
- Visitor Centre operations
- Working with partners – Mineral resource sector, NWTT, ITI, etc.
- GROW projects – Transform your yard
- Funding applications and reporting requirements
- Giant Mine – working group, SEAB, etc.
- Office space – creation
- Shop local programs
- Drafting memos to committee
- Drafting by-laws, policies, legislative submissions
- Drafting speaking notes
- Preparing presentations for Mayor and City Manager

Corporate Services

- Audit/Interim Audit
- Prepare Financial Statements
- Forecasting (Quarters 2 & 3 /August for Budget)

- Audit Committee meetings
- Conduct Food Truck Lottery
- Bingo and Lottery Licenses Approval
- Grant reporting
- Business Licenses
- Reaching Homes Reporting/Audit
- Statistics Canada Surveys
- Customer services and queries
- Accounts Payables and Accounts Receivables
- Budget Management
- IT Security and Server Patching
- Workstation Patching
- Firewall Updates
- Switch Updates
- VMWare Updates
- SAN/Storage Updates
- Firepower VDB/Policy Rule updates
- Backup Review & Testing
- Annual Emergency Radio Health Check
- Review Monthly Vulnerability Assessments
- Mill Rate Calculations
- Ongoing liaison with YK School Boards
- Update Installment Plan Enroll, land title, mortgage report
- Manage Senior/Disabled Grant program & adjustment
- Reconcile Property Certified Assessment Roll, 1st & 2nd Revision
- Prepare & Mail out Property Assessment Notice, Interim & Final Levy Notice
- Manage Auction List & Tax Arrears List
- Report for MACA Claim, Payment In Lieu, School tax payout
- Tax accounts reconcile and adjustment, assist YE audit & Property assessment audit
- Local Spending Report
- Contract File Summary Report
- Insurance Renewal
- Vehicle Registration Renewals
- Perpetual Inventory Enumeration

- Insurance Appraisal update
- Competitive Bids
- Fuel Expenditure Tracking
- Asset Management Steering Committee meetings
- Asset Management Governance (AM program development, implementation & compliance) – i.e. Development of levels of Service and Asset Registry
- ArcGIS Administration
- City Works Administration
- Assist with Statistics Canada Infrastructure Survey
- Update Google Transit Feed System
- Support Food Truck Lottery
- Mapping & Emergency Facility Site Plans
- FDM Updates
- UAV Flights
- Service Request System Administration

Public Works

- Managing and responding to public complaints and requests for service.
- Managing and responding to City Council and media requests.
- All operational tasks and the management of those staff in the six divisions of Public Works. (Fleet, Roads & Sidewalks, Water & Sewer, Trades, Solid Waste, Engineering)
- Asset management and CityWorks tracking via time sheets and work orders.
- Management and administration of the SCFA program.
- Emergency operations center training and work tasks.
- City Hall space optimization and renewal project.
- 2023 wildfire reporting and records keeping.
- 2024 wildfire work planning, budgeting and tendering of work.
- Ongoing budget processes and planning.
- Weather trending and analysis to inform budget.
- Developing and managing RFPs and tenders.
- Management of several capital projects.
- Constant invoicing and financial management of projects and general city operations.
- Contract administration and management, both capital and operational.
- Water licence (regulatory) testing. (solid waste facility, stormwater, potable water, and sewage testing)

- Workplace safety tasks. (ie FLHA, traffic plans, safe work practices, etc.)
- Consultations with various City departments
- Traffic light management and optimization on a daily basis.
- Transit contract management and complaints on a daily basis.
- Development and building permit review and compliance checks.
- Various fee structure reviews (i.e. solid waste fees, water rates)
- Records management of all projects and tasks.
- Managing various legal cases still ongoing.
- Managing several federal contribution agreements and reporting (i.e. ICIP and DMAF which are time intensive and have their own reporting requirements)
- Talent management of staff, recruitment and succession planning.
- Classification system overhaul and job descriptions.
- HR issue such as workplace incidents, harassments complaints, grievances, etc.
- Participation in collective bargaining.
- By-law review, assessment and repeal.
- Program analysis (i.e. surface water lines, SCFAP)
- Giant Mine Remediation participation and discussion.
- YKDFN interactions and relationships.
- Implementation and management of city design standards.
- Engineering and problem solving analysis on water breaks, storm sewer issues, sanitary sewer problems.
- Monitoring of roadways for road patching and large-scale repairs.
- Various public engagement activities.
- Reviewing, managing and approving (denying) various requests for signage, traffic lights, crosswalks, traffic calming devices, etc.
- Reviewing, managing and approving (denying) street closure permits to ensure public safety.
- Spill reporting response and remediation on city lands.
- Tasks necessary for GPC and Council preparation.
- Ongoing FLEET management for all City departments.

ANNEX B

WATER LICENSE PROJECTS, SEWAGE and WASTE MANAGEMENT

1. Wetland Delineation Study
2. Great Slave Lake Monitoring Program Design
3. Treatment Evaluation Report
4. Effluent Quality Criteria Re-Evaluation Report
5. Fiddler's Lake Treatment System Adaptive Management Plan
6. Solid Waste Disposal Facilities Design Operations and Closure Plan
7. Drainage Study for the Solid Waste Disposal Facilities
8. Hydrogeological Study for the Solid Waste Disposal Facilities
9. Groundwater Trendline Analysis
10. Leachate Management Plan
11. Landfill Gas Assessment for the Solid Waste Disposal Facilities
12. Landfill Gas Assessment for the Solid Waste Disposal Facilities
13. Flocculants Optimization Study
14. Spill Contingency Plan
15. Annual Water License Report
16. Quarterly Water License Report
17. Sampling requirements
18. Water Treatment Plant, SNP 32-10, and F1 discharge monitoring
19. Engagement Plan
20. Design and Construction Plans for all engineered structures
21. As-Built Report for all engineered structures
22. Biennial Geotechnical Inspections (Every two years)
23. Trapper's Lake Dyke Geotechnical Inspections (Every four years)
24. Dam Safety Review (Every ten years)
25. Sewage Disposal Facilities Operation and Maintenance Plan
26. Sludge Removal Operation
27. Compost Facilities Operation and Maintenance Plan

28. Hazardous Waste Management Plan
29. Water Treatment Facilities Operation and Maintenance Plan
30. Stormwater Management Plan
31. Sewage Disposal Facilities Closure and Reclamation Plan
32. Quality Assurance/Quality Control Plan
33. Responding to water license review comments and concerns
34. Working with the Board and Inspectors when non-compliance occurs or when the City requires a modification to the current requirements