

# Council Strategic Directions

2023-2026



CITY OF YELLOWKNIFE

# Council Strategic Directions

We are a Council that is committed to the community. We want to ensure all are welcome and have the opportunity to prosper. As a Council, we want to ensure we grow strategically within our means as we set direction for the City of Yellowknife. **Our people matter. Our resources matter. Our future, for generations to come, matters.**

This document is not meant to provide specific actions and outcomes. Council's Strategic Directions provide the City and residents with an overview of Council's strategic directions, and the principles that guide its work over the course of our 2022-2026 Council term.



*From left to right: Cat McGurk, Garrett Cochrane, Ben Hendriksen, Ryan Fequet, Rebecca Alty, Stacie Arden-Smith, Steve Payne, Robert Warburton and Tom McLennan.*

## Leading With Purpose

### OUR MISSION

The governing role of Council is to ensure and maintain a resilient and liveable community through the power of engaging and inspiring others to participate in the journey – residents, staff, businesses, and partners.

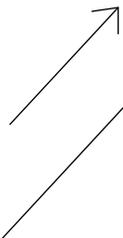
**Council will provide leadership, vision and direction** in responding to the needs and aspirations of the community by working cooperatively with staff and residents to provide municipal infrastructure, programs and services that are environmentally, socially, and fiscally responsible.

## Thinking Forward

### OUR VISION

With the following vision in mind, Council commits to working to ensure its decisions, strategic directions, and resource allocation during our term focus on **people first, service excellence** and a **sustainable future**.

**Yellowknife is a welcoming, inclusive and prosperous community** with a strong sense of pride in our unique history, culture and natural beauty and role as the capital city and gateway to the Northwest Territories.



# We Stand for...

Council works to make positive impacts in our community, deliver excellent services and guide a complex organization. We care about the impacts of our decision-making. Our principles guide our civic leadership and municipal service.



## Reconciliation

The City is committed to reconciliation with Indigenous peoples.



## Responsiveness

The City is focused on being responsive to the needs of the public.



## Responsible Decision-Making

The City is focused on evidence-based decisions that serve the broad public interest.



## Amplifying Others

The City enables residents and other organizations to meet diverse community needs.



## Multi-Generational

The City will consider the multi-generational impact and legacy of its decisions and actions for generations to come.



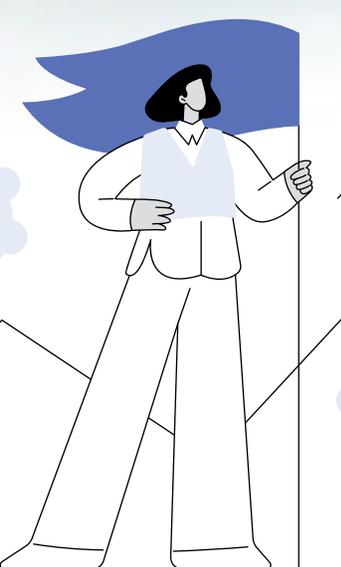
## Engagement

The City is committed to meaningful participation and collaboration.



## Reliable Services

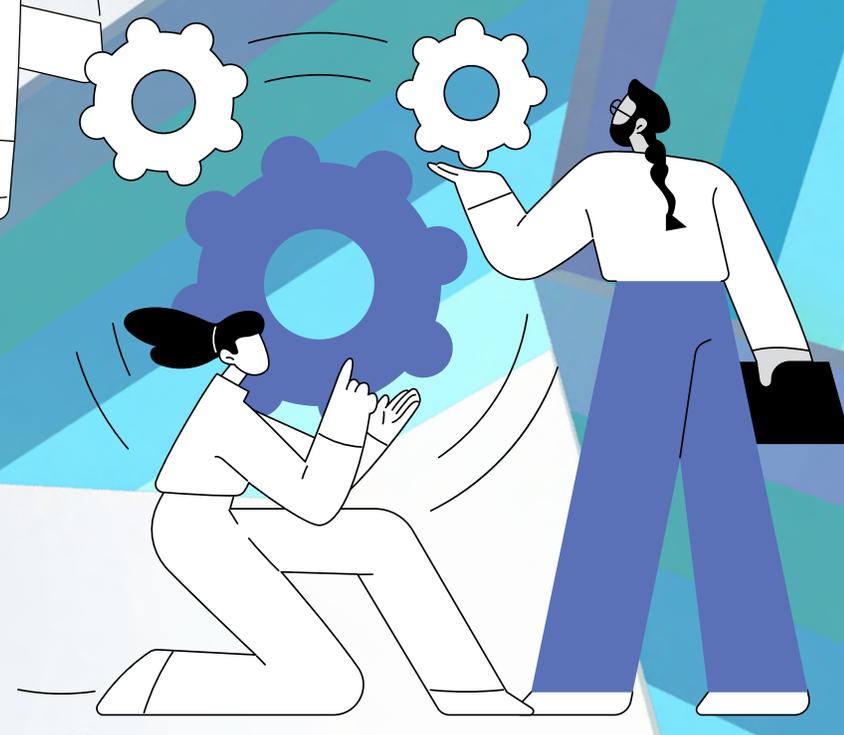
The City is focused on ensuring the continuity of defined service levels.



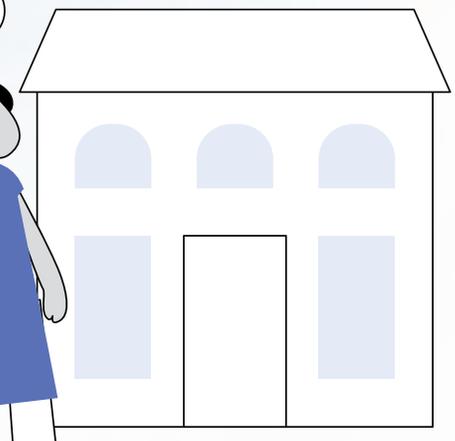
*people first...*



*service excellence...*



*... sustainable future.*



# PEOPLE FIRST

Facilitating a safe, accessible and inclusive community that supports the well-being of all.

## FOCUS AREAS

### Reconciliation

Continuing to nurture positive and respectful relations with Indigenous governments, organizations and peoples

### Housing For All

Doing our part to create the context for diverse housing and accommodation options

### Liveable Community

Supporting all residents to participate in the social fabric and physical space of our community

**KEY INITIATIVES**

- Continuing to strengthen relations with Indigenous governments and peoples
- Setting the context and foundation for a fulsome continuum of housing options, from social to market to workforce accommodation
- Providing affordable and diverse recreation and arts opportunities for residents
- Pursuing diverse community engagement methods
- Supporting design standards that are multi-modal including recognizing Yellowknife's advantages as a winter city
- Providing public transit that meets user needs
- Advocating for enhanced outreach and social support services
- Working with all partners towards a safe, supportive and compassionate community for all



## GUIDING DOCUMENTS

Reconciliation Framework (2021) & Action Plan (annual)

Accessibility Audit Report & Implementation Strategy (2018)

Arts and Culture Master Plan (2022)

Trail Enhancement and Connectivity Strategy Report (2018)

10 Year Plan to End Homelessness (2017)

Development & Design Standards (ongoing)

Wayfinding Strategy & Implementation Plan (2019)

YK Public Transit Review Report (2020)

# SERVICE EXCELLENCE

Optimizing resource capacity to ensure reliable services and infrastructure for current and future needs.

## FOCUS AREAS

### Asset Management

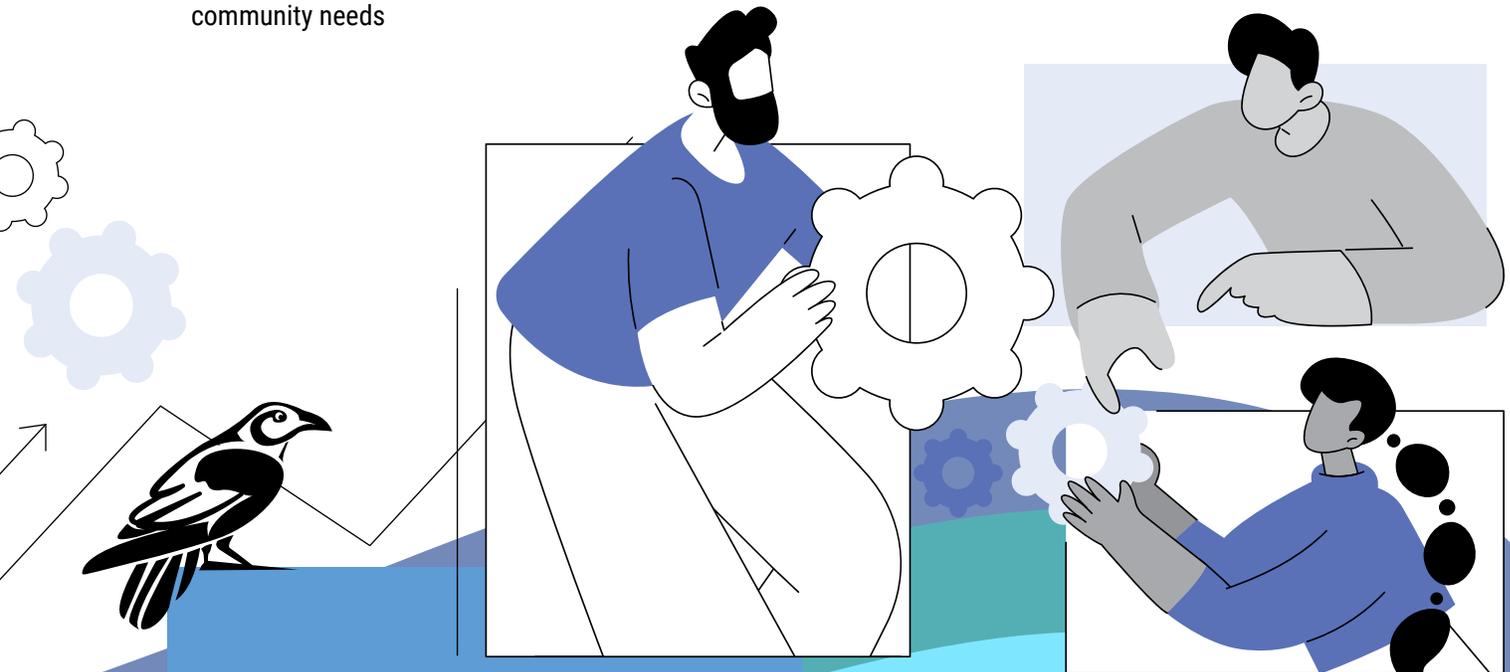
Planning, implementing and maintaining assets to reliably, safely and cost effectively deliver services for current and future community needs

### Capacity

Balancing service levels with human and fiscal resources

### Organizational Culture

Providing a positive and productive workplace environment for effective governance and service excellence



## KEY INITIATIVES

- Advocating for a City Act to address community needs
- Advancing the asset management framework, including long term funding strategies
- Aligning organizational service capacity with service levels
- Investing in City staff through talent management, employee development and staff capacity
- Enhancing governance capacity through individual and collective development opportunities

## GUIDING DOCUMENTS

- Council Governance and Committees Report (2019)
- Talent Management Strategy (2022)
- Asset Management Roadmap (2022)
- Water Licence Implementation (2022)
- YKFD Master Plan (2016)
- YKFD Level of Service (2021)
- Yellowknife Old Town Emergency Circulation Review and Parking Study (2021)



# SUSTAINABLE FUTURE

Managing growth for environmental responsibility and economic diversity.

## FOCUS AREAS

### Resilient Future

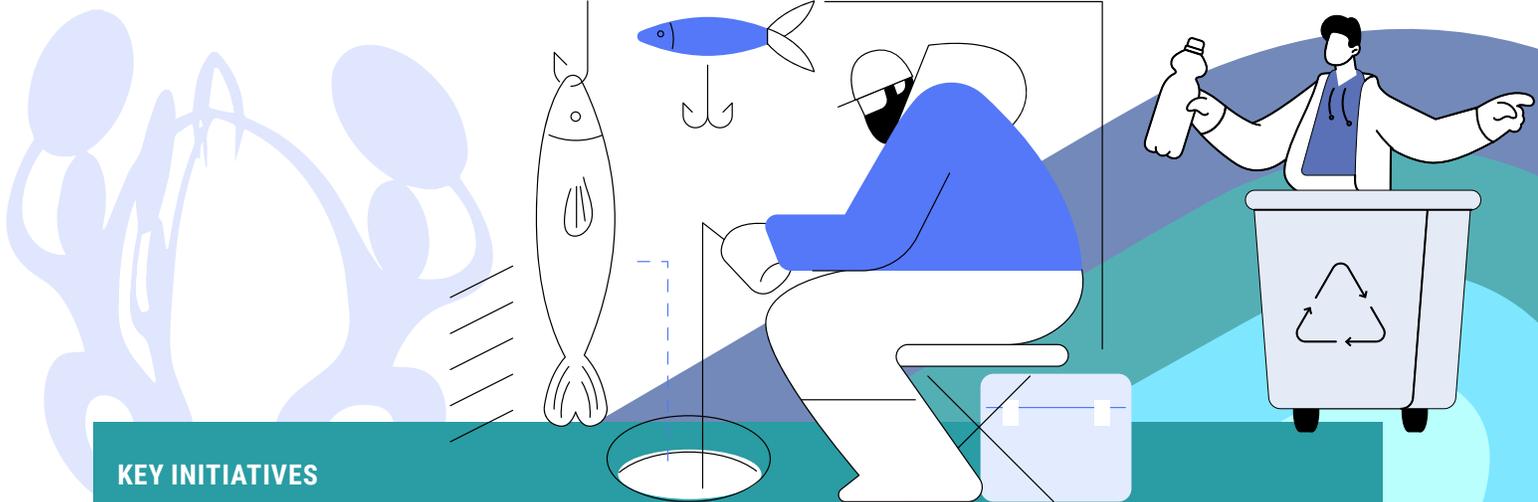
Enhancing Yellowknife as a great place to live, visit, work and play now and into the future

### Growth Readiness

Ensuring land development supports economic readiness and community priorities

### Robust Economy

Doing our part to stimulate and amplify economic development opportunities



## KEY INITIATIVES

- Supporting all aspects of tourism and visitor services, including the accommodation levy and creation of the destination marketing organization
- Implementing and renewing strategic economic diversification options
- Aligning with regional and territorial economic opportunities
- Advocating for the transfer of vacant commissioner's land for growth
- Implementing the Food and Agriculture Strategy
- Completing land development tools and strategies that support growth readiness
- Modernizing development incentive options
- Advancing energy initiatives, including district energy options to energy retrofits
- Sustaining infrastructure capacity for future growth
- Implementing the Solid Waste Management Plan

## GUIDING DOCUMENTS

Downtown Yellowknife Retail Revitalization Strategy (2019)

Economic Development Strategy 2020-2024 & Implementation Plan

GROW Yellowknife Food and Agriculture Strategy & Implementation Plan (2019)

University Feasibility and Benefits Study (2018)

Yellowknife Visitor Services Strategy (2018)

Yellowknives Dene First Nation & City of Yellowknife Joint Economic Development Strategy & Implementation Plan (2020)

Community Plan & Background Report (2020)

Corporate and Community Energy Action Plan (2015-2025)

Yellowknife Downtown Façade Improvement Guidelines (2017)

Strategic Waste Management Plan (2018)



PRESENT  
Conditions

PREFERRED  
Future

Transformation  
STRATEGIES



Adjusting to CHANGE

## Council's priorities and directions for its term will inform:

- The development of administrative workplans
- Preparation of operating and capital budgets
- Partnership efforts with community groups and stakeholders
- Relationships with First Nations and Indigenous communities
- Advocacy to the Territorial and Federal Governments

## We commit to review our strategic priorities and directions to:

- Make adjustments as required to meet community needs and opportunities
- Ensure strategic expectations are aligned with organizational capacity
- Communicate regularly on progress for each strategic initiative
- Report biannually to the community on progress, results, and adjustments

