

PROGRESS REPORT:
Council Strategic Directions 2023-2026
Work Plan Update and Looking Ahead to 2025

NOVEMBER 18, 2024
GOVERNANCE AND PRIORITIES
COMMITTEE



CITY OF YELLOWKNIFE



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MEETINGS AND INITIATIVES

	2024	2025	2026
GPC Meetings Remaining in Council's term (68)	2 (+4 for budget)	38 (+4 for budget)	28 (prior to election)
Council Meetings Remaining in Council's term (37)	2	21	14 (prior to election)
Work plan initiatives remaining in Council's term (64)	11	29 Tier 2 = 19 Tier 3 = 10	24 Tier 4 = 16 Tier 5 = 8

CONTEXT & CALIBRATION: A STORY OF COUNCIL PRIORITIES

- In June 2023, Council approved the 2023-2026 Strategic Directions for its term in office.
- Council approved an implementation action plan, which considered challenges arising from the tumultuous year that was 2023.
- In May 2024, Council reviewed a revised 2024-2026 Work Plan and directed Administration to use the Work Plan to prioritize initiatives and tasks.



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A FRAMEWORK FOR REVIEW:

Council Strategic Directions, and Operations 2024 Update

With less than two years left in Council's term of office, the intent of this presentation is to provide an update to Council on the status of both Council Strategic Directions and Operational work plan initiatives. Operations refers to initiatives beyond the current work plan, are core to City services and **align with Council Strategic Directions.**

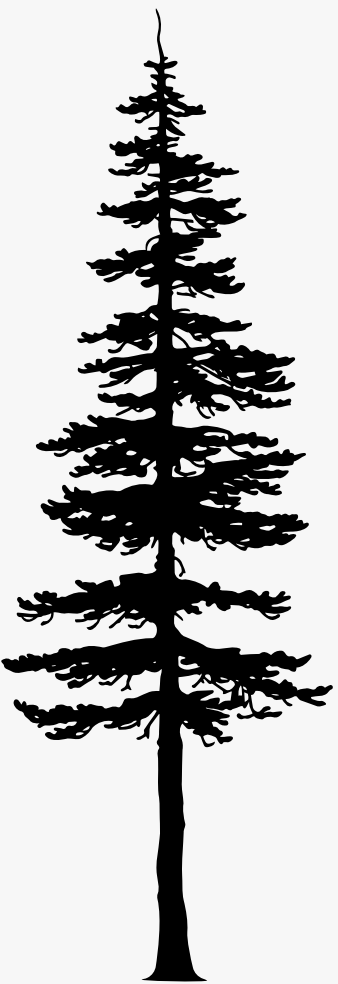
People First – Service Excellence – Sustainable Future

Focus – Impact – Value



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PEOPLE FIRST

Tier 1 Work Plan Progress Update



Action	Status
Emergency Evacuation Plan	Complete
Community Emergency Plan	Complete
Transit Rebranding and Revisions	Complete
Round Table: Homelessness	Complete
Transition to New Rec Program Software	On Track
Development of Public Engagement Guidelines and Tools	Behind
Update Livery License By-law (Taxis)	Behind (in progress)

PEOPLE FIRST

2024 Operational Achievements



Continued to address homelessness through the street outreach program evaluation, community engagement, NGO training and enhanced coordinated access, interagency collaboration, and targeted efforts around encampments.



Enhanced emergency preparedness and response with updated plans, wildfire cost management, post-incident reviews, modernized Emergency Operations Centre, staff training, wildfire protection, and improved communication systems.



Improved accessibility of community services by upgrading parks with exercise equipment, picnic tables, paths, and benches, enhancing facilities to mitigate wildfire smoke, replacing indoor fields, upgrading the multisport court, and streamlining grant review documentation submissions to be fully online.



Actioned our commitment to Truth and Reconciliation by collaborating with YKDFN on the Joint Economic Development Strategy and engaging with YKDFN students and instructors on environmental practices and regulations.

PEOPLE FIRST

2024 Operational Achievements



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Enhanced public safety by responding to over 1,455 service requests, addressing public disorder, conducting 106 enforcement operations, organizing community events, and focusing on road safety and by-law enforcement.



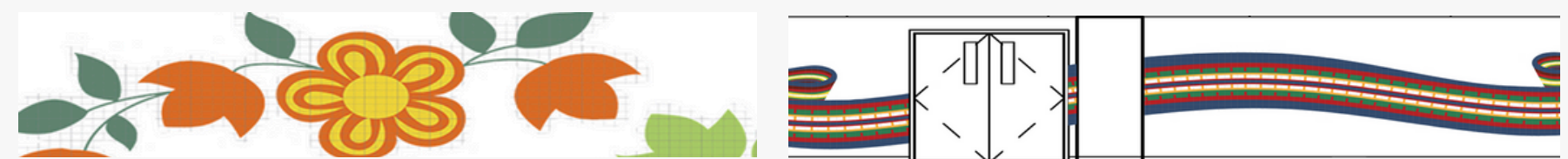
Enhanced home fire safety by hosting a successful Open House, launching FireSmart assessments, conducting specialized training, and responding to 4,265 calls in the first nine months of 2024, a 6% increase from the previous year.

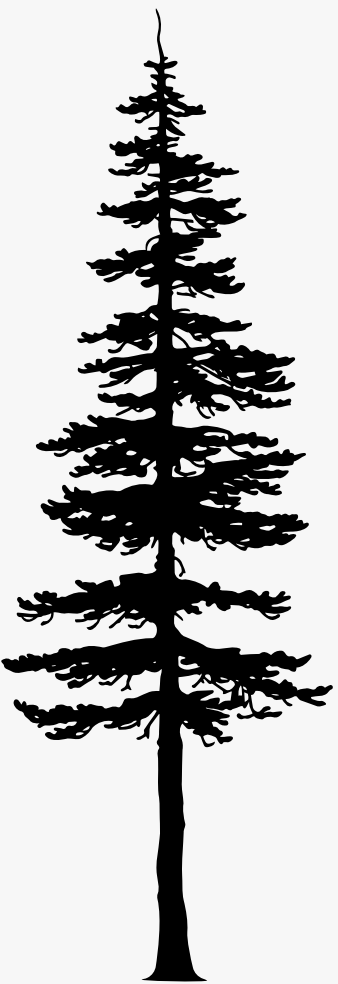


Enhanced facilities with new air filters and air damper controls to mitigate wildfire smoke, replaced indoor fields at the Fieldhouse, and upgraded the multisport court near St. Joe's school.



The Aquatic Centre saw significant progress, including tile, concrete, masonry, and exterior work. Finalized Indigenous themed mosaic wall tile design with NSMA and YKDFN for the Aquatic Centre.





SERVICE EXCELLENCE

Tier 1 Work Plan Progress Update



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Action	Status
Job Classification Renewal	Complete
Review of Budget Process	On Track
Development of Budget	On Track
Compensation Policy for Emergency Response	Behind (shifting to 2025)
Development of Financial Policy/Mill Rate	Behind (shifting to 2025)
Development of Financial Policy/Asset Management	Behind (shifting to 2025)
Development of Financial Policy/Investment	Behind (shifting to 2025)

SERVICE EXCELLENCE

2024 Operational
Achievements



Advanced the Asset Management Plan by completing the majority of Asset Registries and Service Levels Workbooks and maintained active involvement through the Steering Committee, managed wildfire impacts, and completed critical infrastructure projects such as paving, SCFA replacements, and water main repairs.



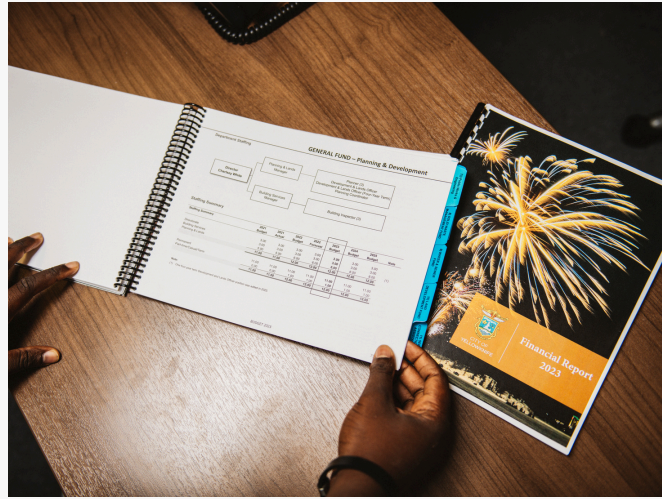
Successfully managed fleet maintenance, tendered significant contracts, and rolled out transit renewal project.



Completed essential upgrades and maintenance for lift stations, pump houses, and the water treatment plant, while also handling high water consumption issues and providing management training for incident command.

SERVICE EXCELLENCE

2024 Operational Achievements



Successfully delivered the 2024 Budget and 2023 Audited Financial Statements despite staffing challenges and difficult circumstances, including wildfire impacts.



Introduced new tools and processes, such as the Accounts Payable Helpdesk and revised Budget proposal form and upgraded critical infrastructure like wireless communication and internet redundancy.



Managed and initiated numerous contracts and claims, including \$11.4 million in wildfire-related claims, and ensured full recovery from the "CrowdStrike-Microsoft" issue with no damage to infrastructure.



SERVICE EXCELLENCE

2024 Operational Achievements



Reached a 4-year agreement with the PSAC bargaining unit, initiated contract negotiations with other units, and managed Return to Work programs effectively. Held the annual Long Service Awards and upgraded the OHS Framework.

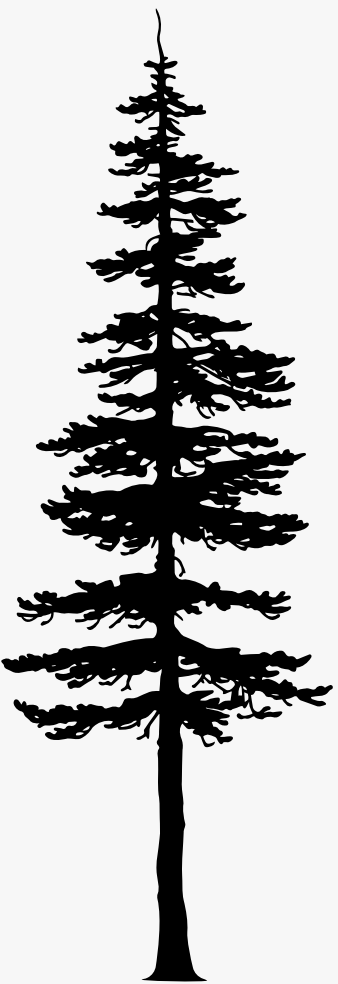


Developed new Health & Safety Procedures, resolved union grievances at the complaint stage, and completed rounds of Reconciliation and Indigenous Culture Awareness training. Additionally, delivered 15 training sessions.



Updated and reformatted all job descriptions, completed the Job Classification Renewal Project, and recruited and onboarded 101 new employees. Hosted a Pre-Retirement Planning Workshop and organized events during Safety & Health Week.





SUSTAINABLE FUTURE

Tier 1 Work Plan
Progress Update

Action	Status
Land Administration By-law (HAF)	Complete
Hotel Levy and Governance	On Track
Development Incentive By-law (HAF)	On Track



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SUSTAINABLE FUTURE

2024 Operational Achievements



Enhanced relationships with regulators and researchers, gaining access to valuable studies and guidance, and has begun to explore methods to measure methane concentrations at the Solid Waste Facility (SWF).



Streamlined project timelines with a City-wide land use permit and improved SWF site operations, including cart repair options, mattress shredding, and better site security.



Launched new initiatives like an integrated advanced software for inspections and airspace calculations.



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SUSTAINABLE FUTURE

2024 Operational
Achievements



Completed the Land Administration By-law and initiated the Development Incentive By-law. Conducted various studies to support ongoing projects, including Housing Needs Assessment, Kam Lake Market study, Home Energy Retrofit, and Environment Impact Assessment Taylor Road.

Updated internal directives for application processing and land development. Collaborated on large projects with other city departments and government levels, such as the Aquatic Centre and Polytechnic University.

Reviewed and issued 410 permits, implemented new development permit processes, and conducted public consultations for key projects. Undertook enforcement actions and defended Development Permit decisions successfully.

SUSTAINABLE FUTURE

2024 Operational Achievements



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Strengthened the tourism sector by creating guides for Short Term Rental operators and guests, collaborating with NWT to attract off-season sports tourism visitors, and attract over 50,000 unique visitors to the Visitor Information Centre since 2022.



Implemented an MOU with the NWT/NU Chamber of Mines, promoting the industry at major events, and implemented the Food and Agriculture Strategy (GROW) through local partnerships.



Successfully ran the Business License Fee Waiver Program, with over 80 businesses participating in 2024. This initiative provided crucial financial relief to local entrepreneurs. The program's success was reflected in the positive feedback from participants, highlighting its impact on the local business community.

ON DECK FOR 2025

- Completion of Tier 2 and Tier 3 work plan items
 - Coordinate alignment with operational priorities
 - Identification of Risks/Opportunities
- Significant deliverables for 2025 include:
 - Aquatic Centre
 - Enterprise Resource Program assessment
 - Tourism Strategy
 - Continued Collective Bargaining
 - Review levels of service
- Modernization internal (Administration) corporate governance, systems and aligning resources and structures.



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MODERNIZATION: what does it mean, really?

City Hall and its corporate systems have not been updated in some time. The new classification system replaced a system over 30 years old. Evacuations and previous events have revealed City Hall corporate and service delivery systems and structures need attention and updating. The central question: Is the public being served?

Focus – Impact - Value

- Improved decision-making; clarifying roles and improving internal business processes
- Modernizing our tools, corporate governance, and delivery capability
- Better aligning our resources
- Developing a service brand & vision
- High impact, high value!

MODERNIZATION FOCUS AREAS

- Council & Admin Roles
- Service Delivery
- Strengthening & Leveraging Partnerships
- Corporate Renewal



MODERNIZE TO DELIVER FOUR STRATEGIC AREAS



1. **Council / Admin Roles** (Value and Impact Decision Making)
2. **Service Delivery** (Service Delivery/Citizen/Business Interface)
3. **Strengthening and Leveraging Partnerships**
 - Chambers of Mines and Commerce
 - GNWT/Federal Governments/DND
 - YKDFN, North Slave Metis Alliance and T'licho
 - NGOs and Small Businesses
4. **Corporate Renewal** (HR, Finance, Accountabilities/Decision Making)
 - IT Systems, Governance, Structure and Resourcing
 - Succession Planning
 - Talent Management
 - Recruitment and retention



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EARLY AREAS FOR COLLABORATION

CITY PRIORITIES

People First

- Reconciliation;
- Housing for All; and
- Livable Community.

Service Excellence

- Asset Management;
- Capacity; and
- Organizational Culture.

Sustainable Future

- Resilient Future;
- Growth Readiness; and
- Robust Economy.



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- Land
- Airport / DND / NORAD
- Aurora College / Polytechnic
- Homelessness / Encampments and Outreach
- Emergency Management
- Regulatory Coordination

GNWT PRIORITIES

Mandate of the GNWT 2023-2027

Four Priorities:

- The suitability, accessibility, and affordability of housing;
- A strong economic foundation;
- Access to health care and addressing the effects of trauma; and
- Safe residents and communities.

Priorities Attained Through Six Areas of Focus:

- Housing
- Economy
- Access to health care
- Addressing the effects of trauma
- Emergency management
- Public safety



SERVICE EXCELLENCE

“OPTIMIZING RESOURCE CAPACITY TO ENSURE RELIABLE SERVICES AND INFRASTRUCTURE FOR CURRENT AND FUTURE NEEDS”

Focus areas: Asset Management, Capacity, Organizational Culture

- Over 30 work plan initiatives fall into modernization focus areas
- Governance and process with specialized focus
- For example, current modernization initiatives could include:
 - Tier 1 – development of financial and HR policies, review of budget process
 - Tier 2 – review of City policies, levels of service, ERP needs assessment and IT review
 - Tier 3 – further development of financial policies, governance by-law review, records and information management review
 - Tier 4 – asset management, succession planning, talent management



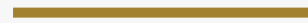
NEXT STEPS

- Check-In with Mayor and Council on Work Plan Update and Budget 2025
- Reallocation of Internal Resources
- Establish Modernization Working Group (Broad Based Participation)
- Establish Project Governance
- Build Modernization Work Plan
- Develop Communications Strategy
- Formal Launch - January 2025



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THANK YOU



TIER 1 WORK PLAN INITIATIVES

INITIATIVE	COMMENTS	RESPONSIBLE DEPARTMENT	ESTIMATED COMPLETION	STATUS	UPDATES
Emergency Evacuation Plan	Through contracted support. Working draft in 2024. Final version in 2025	PS	Q2 2024	Complete	ongoing maintenance and annual updating
Community Emergency Plan	Legislated. Annual update requirement	PS	Q2 2024	Complete	ongoing maintenance and annual updating
Compensation Policy for Emergency Response	To recognize extraordinary work hours in emergency response	HR	Q2 2024	Behind	SHIFTING TO 2025 The implementation of new HR policies is on hold until MED and IAFF negotiations are complete.
Hotel Levy and Governance	Will address all types of short-term accommodation	EDS	Q4 2024	On Track	Still in progress. Memo to GPC on November 25, 2024
Development Incentive By-law (HAF)	Replaces out-of-date version	PD	Q3 2024	On Track	
Job Classification Renewal	Required for Collective Bargaining	HR	Q2 2024	Complete	
Land Administration By-law (HAF)	Streamlining land transactions	PD	Q3 2024	Complete	
Transit Rebranding and Revisions	New routing, schedules, fares and advertising	PW	Q4 2024	Complete	
Review of Budget Process	Must be streamlined prior to work on 2025 budget	CORP	Q3 2024	On Track	Still work in progress but changes are expected to be implemented as scheduled.
Round Table: Homelessness	Working session to share thoughts and ideas and identify tangible action items	CS	Q1 2024	Complete	final report from consultant received, anticipated bringing report forward to Council in Q1 2025
Transition to New Rec Program Software	Ongoing. Old software no longer meets city's needs.	CS	Q4 2024	On Track	December 3 launch, will be complete in 2025
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	Behind	SHIFTING TO Q2 2025 Progress has been limited as a result of lack of staff in EDS.
Development of Financial Policy: Mill Rate	Required for budget deliberations	CORP	Q4 2024	Behind	SHIFTING TO Q2 2025 Policy is expected to be ready by budget deliberations.
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	Behind	SHIFTING TO Q2 2025 Very little progress due to lack of staff in Asset Management and Finance.
Development of Financial Policy: Investment	Required for budget deliberations and for long-term financial planning	CORP	Q3 2024	Behind	SHIFTING TO Q1 2025 Very little progress due to lack of staffing in Finance.
Development of Budget	Keystone document on annual basis. Capital and Operating	CORP	Q4 2024	On Track	Still work in progress but will be completed as scheduled.
Update Livery License By-law (Taxis)	Updates for safety, administration, and accessibility	EDS	Q4 2024	Behind	IN PROGRESS - SHIFTING TO Q1 2025 Contracted engagement assistance. Thorough engagement will occur in November 2024 and summary report anticipated in December/January. By-law draft will be delayed until Administration has time to receive and consider feedback obtained through engagement process.

TIER 2 WORK PLAN INITIATIVES

INITIATIVE	COMMENTS	RESPONSIBLE DEPARTMENT	ESTIMATED COMPLETION	STATUS	UPDATES
Business License Way Ahead and Plan	Need long-term vision/approach for business licenses	EDS	Q3 2025	On Track	
Fundamental Review of City Policies – Situational Awareness	Phase 1. Must identify all policies, directives and guidelines that exist and their relevancy	CC	Q2 2025	On Track	
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	On Track	Still work in progress but will be completed as scheduled.
City Hall Functional Assessment and Path Forward	Address health and safety, lack of space, and quality of workspace concerns	PW	Q3 2025	On Track	Should have Stantec report in Q4 2024 and for Budget 2025 discussions.
Waterline Intake Replacement Project	Current intake line at 'end of lifecycle'	PW	Q3 2025	On Track	Projected to have decision matrix review completed in Q1 2025. Determine next steps.
Solid Waste Transfer Station Establishment - Initial Capability	Interim functionality. Follow phases will further enhance our ability to divert waste from landfill	PW	Q2 2025	On Track	Behind schedule due to additions to work plan. Estimated initial plan for Q3 2025.
Community Wildfire Protection Plan	To ensure life cycle management of created protection measures/assets	PS	Q2 2025	On Track	contractor to provide final draft in November 2024
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	On Track	most recommendations started. Need to prioritize and identify individual requirements.
Collective Bargaining (3)	Ideally sooner	HR	Q4 2025	On Track	
IT Review/Audit	First step towards a long-term IT strategy/funding	CORP	Q3 2025	On Track	Still work in progress but will be completed as scheduled.
Safety Directives and Procedures Update	Require updating	HR	Q4 2025	On Track	
Aquatic Centre		CS	Q1 2025	On Track	Planned opening in Q2 2025
Agenda Management Software	Enhance records creation and management	CC	Q2 2025	On Track	initial research and meeting with vendors

Planning and Development Internal Directives and Process Updates (HAF)	Many continuous improvement initiatives ongoing - funded through the Housing Accelerator fund	PD	Q2 2025	On Track	some completed, some drafted and on track
Completion of RIMP Way Ahead	Public engagement and staff recommendation thereafter	CS	Q2 2025	Behind	anticipated completion Q4 2025. Waiting on consultant report.
Truth and Reconciliation Initiatives:	Analysis has been requested by Council on re-naming of 50th 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		On Track	
Land Acknowledgement		-	Q3 2025	Not Started	February 22, 2024 – City and YKDFN Council to Council meeting discussion re. land acknowledgement. No further discussion to date.
Explore re-naming of 50th Ave		CC	Q4 2025	Behind	paused until work plan review is complete
TRC Monument		CS	Q2 2025	On Track	This is in progress. Application for land submitted.
Round Table: Development	Working session to share thoughts and ideas, discuss barriers and identify tangible action items	PD	Q1 2025	Not Started	Recommend moving to Economic Development for plan.
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	On Track	Still work in progress but will be completed as scheduled.

TIER 3 WORK PLAN INITIATIVES

INITIATIVE	COMMENTS	RESPONSIBLE DEPARTMENT	ESTIMATED COMPLETION	STATUS	UPDATES
Budget 2026	Annual requirement	CORP	Q4 2025	Not Started	
Round Table: Climate Change	Working session to share thoughts and ideas and identify tangible action items	PD	Q2 2025	On Track	
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	Not Started	Recommend shifting to Tier 5, commence no later than Q4 2026
Development of Financial Policy: Wage Escalation	Required to ensure sustainable/affordable salary increases in the long term.	CORP	Q2 2025	Not Started	Recommend cutting this initiative from the Work Plan
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	On Track	Draft strategy scheduled to be presented to GPC on November 25, 2024
Governance By-law Review	To save time by becoming more efficient at meetings. Will also enhance effectiveness	CC	Q4 2025	Not Started	
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	Not Started	
Records and Information Management Audit and Review	Current record management is cumbersome and inefficient	CC	Q4 2025	On Track	
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	Not Started	
Development of Financial Policy: Subsidization	Clearly define guidelines for subsidization of both core and discretionary municipal services	CORP	Q4 2025	Not Started	

TIER 4 WORK PLAN INITIATIVES

INITIATIVE	COMMENTS	RESPONSIBLE DEPARTMENT	ESTIMATED COMPLETION	STATUS	UPDATES
Election Preparation	Will begin in 2025	CC	Q1 2026	On Track	to begin 2025
Asset Management Plan – Condition Assessment	Essential 1st step in process	CORP	Q1 2026	Not Started	Will be completed as scheduled
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	On Track	Will be completed as scheduled
Truth and Reconciliation Initiatives:	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	On Track	
Re-naming of Parks, Lakes, and Numbered Streets/Avenues				Behind	<p>June 2019, Mayor wrote to YKDFN, NSMA, and Dene Nation seeking family names reflective of history of area(s).</p> <p>November 2022, Mayor wrote to YKDFN re. indigenizing space and confirm traditional names for lakes within City area (Long Lake, Niven Lake, Frame Lake, Kam Lake, Great Slave Lake).</p> <p>waiting on YKDFN</p>
Arbour Development				Behind	paused pending reconciliation evaluation

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	On Track	this project needs to be funded, Memo to Council to set the parameters, must tie into CP update
Re-write Community Plan and Housing Policy (HAF)	Current Plan requires complete re-write	PD	Q4 2026	Not Started	this will be a comprehensive amendment to the CP. Once Manager is hired this will begin with a consultant.
Water Rate Review	Address equity and fairness while ensuring affordability	CORP	Q1 2026	On Track	Anticipated analysis and discussion to come forward Q2 2025.
Fundamental Review of City Policies – Review Complete	2nd Phase of review of city policies, directives and guidelines. New documents developed and approved	CC	Q2 2026	Not Started	phase 2 not started
Varied Planning Projects and Housing	Ongoing beyond completion date but bulk of projects related to HAF will be complete	PD	Q4 2026	On Track	
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	On Track	A framework was developed by the former City Manager. Stacey will prepare a presentation on Succession Planning to share with the SLT, aiming to present it in early 2025.
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	On Track	Several initiatives are in progress, but the SLT needs to revisit the strategy and prioritize based on realistic expectations. Due to recruitment demands, job classification, collective bargaining, and EOC training, limited time has been available to focus on these strategies in 2024.

Kam Lake Development Plan	Develop light industrial subdivision on west side of city.	PD	Q3 2026	On Track	
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	Not Started	
Joint Economic Development Plan with YKDFN	As a subset of overall economic development strategy. Timeline determined as part of ED Strategy	EDS	TBD	On Track	EDS meets regularly to work on initiatives outlined in JEDS Implementation Plan.
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	Not Started	

TIER 5 WORK PLAN INITIATIVES

INITIATIVE	COMMENTS	RESPONSIBLE DEPARTMENT	ESTIMATED COMPLETION	STATUS	UPDATES
Budget 2027	Annual requirement	CORP	Q4 2026	Not Started	Will be completed as scheduled
Accessibility Audit Implementation	Action Items ongoing. Requirement to review audit status and determine next steps	CS	Q1 2026	On Track	
Business Continuity Plan	Develop detailed plan on business continuity in emergency situations. Will eliminate ad hoc approach that currently exists	PS	Q4 2026	not started	will understand scope and deliverable once progress begins. There are BCP components in each department already established.
Enterprise Resource Program	Following Needs Assessment, develop plan, purchase hardware and software, and implement. Timeline determined after Needs Assessment	CORP	TBD	On Track	Completion date unknown at this point in time
Develop Strategy for Workers' Camps	Determine whether additional controls are required, while not limiting development/growth opportunities	PD	Q2 2026	not started	consideration for Community Plan update
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	Behind	tender and spec package completed.
Climate Change Plan 2026-2036	Update required to current plan	PD	Q4 2026	On Track	this has been initiated, contract awarded.
Develop Renewed Performance Measurement Framework and Dashboard	To help guide resource management and establishment of priorities	TBD	Q4 2026	On Track	

TIER 6 WORK PLAN INITIATIVES

INITIATIVE	COMMENTS	RESPONSIBLE DEPARTMENT
Explore Possibility of City Charter	A City Charter could empower City to be more agile and forward thinking	
Arts and Culture Masterplan	To promote the Arts and support diversity	
Mid-term Review of Council's Strategic Directions	Reflect on progress to date, the current situation and the adjust strategic direction if necessary	
Enforcement Measures Review within By-laws	Require complete revision	
Review of Agencies, Boards and Commissions	Terms of Reference and structure should be reviewed	
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?	
Heritage Committee Strategic Plan Update	Self-explanatory	
Home Energy Retrofit Program	Work with GNWT	
Explore Possibility of an Arts Centre	To promote the arts	
Regulation of Tent/Fabric Structures	Public safety and development considerations	
Holistic Parking Strategy	A review required	
Implement Agriculture Strategy	Work with GNWT	