

CITY OF WHITEHORSE – STANDING COMMITTEES

Monday, November 30, 2020 – 5:30 p.m.

Council Chambers, City Hall

CALL TO ORDER

ADOPTION OF AGENDA

PROCLAMATIONS

DELEGATE SUBMISSIONS

CORPORATE SERVICES COMMITTEE

1. Public Input Report – Capital Budget (2021 to 2024)
2. Third Quarter Capital Variance Report
3. Third Quarter Operating Variance Report – For Information Only
4. City Manager Bylaw Amendment
5. Disposal of Assets Policy and Land Disposition Policy
6. Asset Management Policy
7. Budget Amendment & Contract Award – Marwell Lift Station Pump Replacement
8. New Business

CITY PLANNING COMMITTEE

1. Public Hearing Report – OCP Amendment (Whistle Bend Future Area C)
2. New Business

CITY OPERATIONS COMMITTEE

1. Lease Agreement – Office Space Alternative
2. Contract Award – Waste & Cardboard Removal Services
3. New Business

COMMUNITY SERVICES COMMITTEE

1. New Trail Plan
2. New Business

PUBLIC HEALTH AND SAFETY COMMITTEE

1. Contract Award – Fire Services Review
2. Emergency Management Plan
3. New Business

DEVELOPMENT SERVICES COMMITTEE

1. New Business

CITY OF WHITEHORSE
CORPORATE SERVICES COMMITTEE
Council Chambers, City Hall



Chair: Stephen Roddick

Vice-Chair: Jocelyn Curteanu

November 30, 2020

Meeting #2020-25

1. Public Input Report – Capital Budget (2021 to 2024)
Presented by Acting Manager Brittany Dixon
2. Third Quarter Capital Variance Report
Presented by Acting Manager Brittany Dixon
3. Third Quarter Operating Variance Report – For Information Only
Presented by Acting Manager Brittany Dixon
4. City Manager Bylaw Amendment
Presented by Acting Director Lindsay Schneider
5. Disposal of Assets Policy & Land Disposition Policy
Presented by Manager Catherine Constable
6. Asset Management Policy
Presented by Director Valerie Braga
7. Budget Amendment – Marwell Lift Station Pump Replacement
Presented by Water and Waste Senior Tech Arcadio Rodriguez
8. New Business

ADMINISTRATIVE REPORT

TO: Corporate Services Committee
FROM: Administration
DATE: November 30, 2020
RE: Public Input Report – 2021 to 2024 Capital Expenditure Program

ISSUE

Public feedback received on the proposed 2021 to 2024 Capital Expenditure Program

REFERENCE

Bylaw 2020-36 Capital Expenditure Program 2021-2024
Appendix A – Public Input Report – General Questions

HISTORY

Prior to and following the first reading of the Capital Expenditure Program on November 10, 2020:

- The proposed Capital Expenditure Program was placed on the City’s website, and an email address for public input was set up for the public’s use;
- Advertisements requesting public input also provided a date for a public input session at the regular council meeting on November 23, 2020.

ALTERNATIVES

1. Bring forward the 2021-2024 Capital Expenditure Program bylaw for 2nd and 3rd reading
2. Postpone the 2021-2024 Capital Expenditure Program bylaw and refer to administration for further analysis

ANALYSIS

Public input on the 2021-2024 Capital Expenditure Program included five emails submitted to the public input email address and one delegation to council. The submissions have been summarized as follows:

Emissions reduction, air pollution and climate change

Two submissions were received on the topics of emissions reduction, air pollution and climate change. The submissions questioned how the City is intentionally reducing Green House Gas (GHG) emissions through the capital budget, what moves are being made in planned capital expenditures to reflect the declaration of a climate emergency and how the City is monitoring and reducing toxic particulate matter in the air.

Response:

For 2021, the City developed a set of climate change Capital Ranking Criteria which awards priority points to projects that promote the reduction of corporate and community emissions as well as projects that are required as a result of climate

change. The new criteria encourage Administration to consider a projects impact on climate change mitigation and adaptation, and allows the city to begin monitoring progress on expected results.

There are a number of projects in the proposed capital expenditure program that promote corporate emissions reduction however the City’s foremost approach to reducing greenhouse gases considers improvements at all City owned buildings.

The CGC, as the largest energy consuming and GHG emitting building, presents opportunities for proportionately large GHG reductions. The Waste Heat Recovery Upgrade is the largest GHG reduction project currently underway at the CGC. In 2021, the City is planning to implement a variable speed drive upgrade at the CGC to reduce electricity consumption. An additional major energy upgrade for the CGC is identified in the capital budget scheduled for 2023. This project will include building envelope upgrades as well as mechanical heating and ventilation upgrades to reduce the building’s GHG emissions and energy consumption.

Human-Wildlife Conflict Reduction

One submission was received encouraging the City to allocate a portion of the \$95,000 proposed budget for Waste Carts to a pilot program for bear-resistant bin testing and to further increase this budget to purchase bear-resistant bins, which are a higher cost product. The submission also encouraged the City to include elements of bear resistant infrastructure in the design for the Robert Service Campground Building project.

Response:

The City is currently working in collaboration with WildWise Yukon and the Government of Yukon to purchase automated bear resistant carts through an existing Capital project. Once these specialized carts have been received, 80 carts will be deployed within City limits and 20 more will be deployed in the communities. The City will be monitoring the effectiveness of the carts and gathering data to inform future decisions on the purchase of bear resistant carts.

The City is currently procuring the Robert Service Campground building design and consideration for creating amenities in the design, that will provide the safest campground possible, will be assessed. The City will also continue to educate the public on bear aware best practices.

Bicycle Network Support

One submission was received encouraging the City to advance priority projects for the bicycle network plan and to regularly engage cyclists in conceptual and detailed designs of infrastructure projects, including buildings and park facilities, to guarantee progressive and accessible cycling components are added. The submission requested that the City add a project for continuous spot-upgrades to cycling infrastructure and also requested that the City fund some cycling related projects from reserves to ensure their completion.

Response:

The Bicycle network plan is considered during the conceptual and detailed design of most of the City’s infrastructure projects. Some priority projects for the Bicycle network plan have been included in 2021 such as,

- the detailed design of an All Ages and Abilities (AAA) bicycle facility on McIntyre Drive, construction of the Range Road South Asphalt Path Extension,
- detailed design of a AAA bicycle facility through Hillcrest as part of the Hillcrest Reconstruction project,
- construction of spot improvements in various school zones with a focus on active transportation, a Tlingit Street AAA bicycle facility, and;
- the spot improvement at the Two Mile Hill asphalt path crossing at the Canadian Tire access.

Others, such as the Chilkoote Way Connector Project, and the detailed design of the Whistle Bend connector path as part of Range Road North Reconstruction are included in 2022. While the City endeavors to complete all of the planned projects as early as possible, to meet the demands of all citizens, departments must balance competing priorities with internal capacity.

The City has recognized the need to maintain the integrity of its active transportation paths and has included the project *Asphalt Paths Rehabilitation*, which is scheduled to begin in 2022. This project is anticipated to be an ongoing project for the maintenance of these routes.

The City intentionally funds any eligible capital project first via an external funding source to ensure that the municipality is able to continually provide new or upgraded capital infrastructure while maintaining fiscal responsibility for tax payers. Project applications for external funding sources, especially those projects that promote active transportation, are approved with high regularity.

Park Management Plans

One submission was received encouraging the City to include a capital project for the implementation of the first five initiatives identified in the Chadburn Lake Park Management Plan. The submission also encouraged the City to establish a capital project for the development of the next regional park management plan, a project that had been provisionally identified in previous Capital Expenditure Programs.

Response:

The Chadburn Lake Park Management Plan experienced delays in implementation due to departmental capacity in 2020 and however the Administration anticipates bringing this project forward into 2021 through the re-budget process.

Due to staff capacity, Administration is not recommending the development of next regional park management plan at this time, and will re-examine the project for future budget cycles.

Other Comments and Suggestions

- Suggestions that the City ensure that future investment in mobile maintenance equipment consider the viability of the maintaining not only roads but other multi-use infrastructure as well
- Suggestions that the City make an effort to update and improve some of the information available including maps, trail plans and regional parks on the City’s new website.
- Comments regarding the lack of inclusion for safe sidewalks particularly for the aging population due to the allowance for cyclists to use the sidewalks in the winter
- Support for the Range Point Playground
- Support for the Website Redesign Project
- Recommendation to test the dam road in preparation for an Emergency evacuation out of Riverdale.
- Encouragement for the City to identify critical and vital habitat areas and natural landscapes.

More information or clarification on a number of projects or funding sources have been requested. Those questions and responses have been compiled and are attached as appendix A.

The complete submissions have been forwarded to the Engineering, Parks, Planning, Operations, and Water and Waste departments for consideration.

ADMINISTRATIVE RECOMMENDATION

THAT council direct that Bylaw 2020-36, a bylaw to adopt the 2021 to 2024 Capital Expenditure Program, be brought forward for second and third reading under the bylaw process.

APPENDIX A
Public Input for the 2021-2024 Capital Expenditure Program
General Questions

2021 Municipal Election Pilot Project

Q: If the City goes ahead with this project, where will the \$250,000 be spent?

A: The budgeted allocation for the 2021 election is expected to cover all costs associated with delivery of the election, including access to Elections Yukon's permanent voter registration list, customized for the purposes of the City of Whitehorse election, rental of vote tabulation machines, costs including training for the staffing of polling stations, election-related advertising, computer support, and all other costs associated with delivery of the municipal election.

The decision about whether Elections Yukon will be authorized to deliver the City of Whitehorse's 2021 election rests with the Member Services Board of the Government of Yukon Legislative Assembly. That authorization has not yet been confirmed.

City of Whitehorse Website Redesign Project

Q: Can the feedback from the City Website Survey completed in March 2019 be released? How much did this survey cost?

A: The 2019 Website Survey results were forwarded to the consultants for the website re-design project, the city does not intend to release these results. The 2019 survey had no direct costs to the City other than administrative time and ran before the website project officially got underway in early 2020. The City is currently running a new, more comprehensive survey, which citizens are encouraged to access through the City's website. (<https://www.whitehorse.ca/departments/communications/contact-us/website-survey>)

Snow Dump Management Plan

More information in general was requested for this project:

The scope of the Snow Dump Management Plan is anticipated to include an assessment of the existing sites, explore opportunities to improve existing sites, explore opportunities to consolidate sites to eliminate some of the known higher risk sites, identify new locations to support the growth of the City with consideration for best practices for municipal snow storage management, and establish an on-going monitoring plan for each site. This budget does not include any implementation work that may come as a result of the plan.

Schwatka Lake West Shore Area Improvements

Q: Are these proposed improvements part of the Schwatka Lake Area Plan? And what are the improvements for which this money is to be used? If external funding is not approved will there be any money available to complete other initiatives outlined in the area plan?

A: The proposed improvements for the Schwatka Lake West Shore Area Improvements includes the addition of parking to facilitate the creation of additional float plan dock lease spaces. The final concept is still under development, but at this time there are two concepts being explored. One includes widening the current roadway in a specific

area to provide space for linear parallel parking on the edge of the roadway. The other concept is to construct two off-street parking areas. Due to potential complications with widening the roadway, the preferred option at this time is the addition of the off-street parking areas.

Robert Service Campground Building,

Q: What is the purpose for the rental, programming and storage space with parking and other land use implications?

A: The purpose of the Robert Service Campground Building is to enhance the campground service provided while also creating additional programming opportunities for the public. A parking plan will be developed as part of the building design.

Second Exit out of Riverdale

Q: When is the City going to commit to a second exit out of Riverdale?

A: This project will be considered through the City Wide Transportation Study which is underway and is planned to be completed by March 2022.

Natural Habitats and Biodiversity

Q: What is the City doing to identify and protect key natural habitat and honor commitments to maintain biodiversity?

A: The City works hard to remain conscious of environmentally sensitive areas and their importance to the landscape. Careful consideration is made for any potential environmental impacts during in each phase of development and is currently a consideration during the review of the Official Community Plan.

Project eligibility for GAS TAX

One submission requested that the City provide more information about the Federal Gas Tax fund with regards to the type of projects that are eligible and asked that specific examples be provided.

Response:

The Federal Government Website (<https://www.infrastructure.gc.ca/plan/gtf-fte-eng.html>) provides details on the program and lists the 18 different project categories that are eligible under this program. The City has accessed gas tax for numerous infrastructure projects that meet the eligibility criteria, some projects expected to access this fund in the 2021-2024 Capital Expenditure program include all Downtown Reconstruction projects, all of the recreation building upgrades, all water main improvement projects, Whistle-Bend Town Square Construction, Replacement Transit Buses and many more.

ADMINISTRATIVE REPORT

TO: Corporate Services Committee
FROM: Administration
DATE: November 30, 2020
RE: Third Quarter Capital Variance Report

ISSUE

Financial Services has reviewed capital budget projections and information with respect to the impact of COVID-19 submitted by department managers and is providing a summary of completed capital projects and a summary of capital projects impacted by COVID-19.

REFERENCE

Bylaw 2019-24 Capital Expenditure Program 2020-2023
2020 Capital Budget Amendments ("Appendix 1" attached)
2020 Third Quarter Capital Budget Recommendation ("Appendix 2" attached)
2020 Third Quarter Capital Projects impacted by COVID-19 ("Appendix 3" attached)

HISTORY

Council adopted a Capital Expenditure Program for 2020 totalling \$56,888,433. This comprises an initial budget of \$7,481,135, subsequently amended to date via approved re-budgets from 2019 (\$24,245,757), Appendix B projects moved to Appendix A on confirmation of external funding (\$22,999,500), and other amendments (\$2,162,071).

ANALYSIS

A budget amendment is required in order to reduce the 2020 capital budget by \$117,420, per Appendix 2, with most of the funds returning to reserves.

As part of the City's third quarter variance reporting, managers were asked to review their planned capital spending and to identify projects that have been significantly impacted by the COVID-19 pandemic. The following four categories summarize the ways in which many of the projects have been impacted by COVID-19.

- 1) Lack of Access to Contractors and/or Consultants – This includes issues such as contractor/consultant availability, travel restrictions, low tender submissions or contractor's own staffing challenges.
- 2) Supply Chain Issues – This includes lack of supplies, longer delivery time, equipment shortages, lack of various types of construction material or increased costs.
- 3) City Staff Capacity Issues – This includes social distancing and other safety measures, difficulty in hiring or recruitment or delays in tender preparation.
- 4) Other Issues – This includes other challenges such as adapting to working with consultants from a home based environment or project delays due to revamp of public consultation process.

A listing of the projects impacted by COVID-19 is attached in Appendix 3. Many of these projects will carry forward into 2021 through the capital re-budget process, other

ones are proceeding as planned and some have been successfully completed under budget.

ADMINISTRATIVE RECOMMENDATION

THAT Council authorize amendments totalling \$117,420 attached hereto as “Appendix 2”, to reduce the 2020 to 2023 Capital Expenditure Program.

Appendix 1
3rd Quarter Capital Variance
2020 CAPITAL BUDGET AMENDMENTS

	PROJECT NUMBER	BYLAW OR RESOLUTION	ADMINISTRATIVE REVISION AMOUNT	COUNCIL REVISION AMOUNT	TOTAL
APPROVED 2020 CAPITAL EXPENDITURE PROGRAM (APPENDIX "A")					\$ 7,481,135
2020 REVISIONS					
APPENDIX "B" PROJECTS WITH FUNDING AGREEMENTS					
GARBAGE/COMPOST PCKER REPLACEMENT	320c00317		648,000		
TRANSIT HANDY BUS REPLACEMENT	320c01509		240,000		
HILLCREST WATER SUPPLY	240c00213		700,000		
SCHWATKA LAKE WEST SHORE AREA IMPROVEMENTS	240c01420		50,000		
OVERHEAD CROSSWALK - FOURTH AVENUE "TAGS"	240c00419		180,000		
RURAL ROADS SURFACING	240c00309		430,000		
ADDITIONAL ONE TON SERVICE TRUCK- WATER SEWER SYSTEM MAINTENANCE	320c00220		110,000		
WHITEHORSE SERVICES BUILDING	320c01117		1,750,000		
LANDFILL PHASE 2 EAST DEVELOPMENT	650c02319		750,000		
MARWELL EAST -TLINGIT ST	240c00513		6,300,000		
MOUNT MCINTYRE STAIRS	240c01318		115,000		
DOWNTOWN RECONSTRUCTION: COOK ST WEST (4TH TO ESCARPMENT)	240c00418		9,100,000		
MAIN STREET ESCARPMENT GEOHAZARD MITIGATION	240c01520		460,000		
PUCKETT'S GULCH STAIRS REHABILITATION	240c01020		250,000		
STORM SEWER UPGRADES	240c01410		90,000		
LIVINGSTONE TRAIL LAGOON INFLUENT CHAMBER REPLACEMENT	240c01118		40,000		
MARWELL LIFT SANITARY FORCEMAIN REPAIR	240c00119		250,000		
ACCESSIBLE PLAYGROUND CANADA GAMES CENTRE	750c00418		200,000		
6TH AVE CONTAMINATION REMEDIATION	720c00216		40,000		
ROBERT SERVICE CAMPGROUND BUILDING	320c00420		250,000		
WHISTLE BEND TOWN SQUARE DETAILED DESIGN	720c00120		140,000		
SMALL LIFT STATION BACKUP GENERATOR	650c00420		93,500		
RESIDENTIAL/COMMERCIAL ORGANICS AND WASTE CARTS	650c01118		90,000		
EMERGING POLLUTANTS WASTEWATER TREATMENT UPGRADES	650c00320		15,000		
TRANSPORTATION STUDY (CITY WIDE)	240c01216		450,000		
CGC CHANGEROOM LOCKER UPGRADES	750c00419		60,000		
REPLACE IRRIGATION SYSTEM AT ROTARY PARK	740c01115		198,000		
TOTAL APPENDIX "B" PROJECTS WITH FUNDING AGREEMENTS					\$ 22,999,500
APPROVED RE-BUDGETS					
CAPITAL PROJECTS FROM 2019 APPROVED FOR RE-BUDGET TO 2020		Bylaw 2020-05		24,245,757	
TOTAL APPROVED RE-BUDGETS					\$ 24,245,757
BUDGET AMENDMENTS: COUNCIL REVISIONS					
Add budget to a new project: CGC Compressor 3 Replacement Project funded from Gas Tax	500c00220	2020-02-03		65,000	
Amend 2020-2023 capital budget to include re-budgeted amounts from 2019 to 2020 for Scada Program Project	240c02609	2020-03-04		501,050	
Amend 2020-2023 capital budget to include re-budgeted amounts from 2019 to 2020 for Trail Plan Update Project	740c00316	2020-03-05		70,000	
Increase 2020 budget for the Puckett's Gulch Stairs Rehabilitation Project	240c01020	2020-05-07		150,000	
Add budget to new project Marwell Lift Station Pump Replacement funded from Gas Tax	650c00620	2020-07-07		130,000	
Add budget to a new project: Downtown Speed Reduction Study Project funded from Capital Reserve	240c01620	2020-11-04		15,000	
Increase 2020 budget for the Rural Roads Surfacing Project funded from Gas Tax	240c00309	2020-11-05		35,000	
Reallocate budgeted amount from 2021 to 2020 and increase budget for Mobile Steamer Replacement funded by Gas Tax	320c00115	2020-13-07		495,000	
Increase 2020 budget for the Mount McIntyre Stairs Project funded from capital reserve until the Gas Tax funding is in place	240c01318	2020-13-08		26,000	
Amend 2020-2023 capital budget to include 2020 Appendix "B" project Transit-Alter Existing Route Network and Schedules funded from the Capital Reserve until Gas Tax funding is in place	580c00119	2020-14-04		50,000	
Amend 2020-2023 capital budget to include 2020 Appendix "B" 6TH Avenue Contamination Remediation project funded from the Capital Reserve until funding from Federation of Canadian Municipalities is in place	720c00216	2020-16-06		35,000	
Add 2020 budget for the Whistle Bend Future Areas Planning Project funded from Government of Yukon	720c00214	2020-16-07		8,375	
Add budget to a new project: Whistle Bend Station Pump funded from contingency reserve until the Gas Tax funding is in place	650c00720	2020-17-07		95,000	
Increase 2020 budget for the Puckett's Gulch Stairs Rehabilitation Project funded from the capital reserve until Gas Tax Agreement is in place	240c01020	2020-18-10		250,000	
Increase 2020 budget to Hillcrest Water Supply project funded from the capital reserve until an amended Gas Tax Transfer Payment Agreement is in place	240c00213	2020-19-10		265,000	
2nd Quarter Capital Variance	320c00118	2020-20-06		(5,766)	
2nd Quarter Capital Variance	320c00916	2020-20-06		(11,548)	
2nd Quarter Capital Variance	320c02809	2020-20-06		(5,145)	
2nd Quarter Capital Variance	440c00119	2020-20-06		(870)	
2nd Quarter Capital Variance	500c00220	2020-20-06		(5,025)	
TOTAL BUDGET AMENDMENTS: Council Revisions					\$ 2,162,071
TOTAL BUDGET AMENDMENTS: Administrative Revisions					\$ -
TOTAL 2020 REVISIONS					\$ 49,407,328
TOTAL 2020 CAPITAL EXPENDITURE PROGRAM AS AT NOVEMBER 16, 2020					\$ 56,888,463

APPENDIX 3
2020 CAPITAL PROJECTS IMPACTED BY COVID-19

PROJECTS IMPACTED PRIMARILY DUE TO LACK OF ACCESS TO CONTRACTORS AND/OR CONSULTANTS

240C00119 MARWELL LIFT SANITARY FORCEMAIN REPAIR
240C00418 DOWNTOWN RECONSTRUCTION: COOK ST WEST (4TH TO ESCARPMENT)
240C00419 OVERHEAD CROSSWALK - FOURTH AVENUE "TAGS"
240C00513 MARWELL EAST - TLINGIT STREET
300C00420 IT STRATEGY FOR THE CITY OF WHITEHORSE
320C00519 ICE PLANT CHILLER UPGRADES
320C00717 CONDENSER/WATER TOWER REPLACEMENT
320C00910 WASTE HEAT RECOVERY - CGC
320C01117 BCP - SERVICES BUILDING
320C01716 BCP - FIRE HALL #1 BUILDING
440C00320 FIRE SERVICE REVIEW
500C00116 MAJOR SIDEWALK REPAIRS
500C00409 PARA RAMP INFILLS
580C00119 TRANSIT - ALTER EXISTING ROUTE NETWORK AND SCHEDULES
650C00119 RESERVOIR CLEANING
650C00319 LTECF DISCHARGE LINE UPGRADE
650C02319 LANDFILL PHASE 2 EAST DEVELOPMENT

PROJECTS IMPACTED PRIMARILY DUE TO SUPPLY CHAIN ISSUES

300C00109 COMPUTER INFRASTRUCTURE
300C00113 ENTERPRISE RESOURCE PLANNING DEVELOPMENT
300C00118 RADIO AND LOCATION EQUIPMENT
300C00119 TRANSIT REAL-TIME PASSENGER INFO AND ELECTRONIC PAYMENTS
300C00120 COMPUTER INFRASTRUCTURE - NETWORK AND COMMUNICATION LINKS
300C00320 COMPUTER INFRASTRUCTURE - USER DEVICES AND SUPPORT
320C00115 MOBILE STEAMER REPLACEMENT
320C00220 ADDITIONAL ONE TON SERVICE TRUCK- WATER SEWER SYSTEM MAINTENANCE
320C00317 GARBAGE/COMPOST PACKER REPLACEMENT
320C01016 REPLACEMENT TRANSIT BUSES
320C01509 TRANSIT HANDY BUS REPLACEMENT
320C01709 PICKUP TRUCK REPLACEMENT
400C00120 MOBILE LED RADAR SPEED TRAILER
750C00418 ACCESSIBLE PLAYGROUND CANADA GAMES CENTRE
750C00518 TAKHINI ARENA DASHER BOARD UPGRADES

PROJECTS IMPACTED PRIMARILY DUE TO CITY STAFF CAPACITY ISSUES

120C00115 ASSET MANAGEMENT
220C00116 RECORDS MANAGEMENT
220C00220 POLICY DEVELOPMENT
300C00117 LAND AND BUILDING SERVICES RECORDS DIGITIZATION
300C00220 COMPUTER INFRASTRUCTURE - SERVERS AND STORAGE
300C00620 GROUP PORTAL CONSULTATION
320C01114 ENERGY UPGRADES - CANADA GAMES CENTRE
400C00220 PARKING TECHNOLOGIES OPTIONS ANALYSIS AND RECOMMENDATION
720C00119 PUBLIC ENGAGEMENT CAPACITY DEVELOPMENT
750C00118 AQUATIC ACOUSTICS REPLACEMENT
750C00419 CGC CHANGE ROOM LOCKER UPGRADES

PROJECTS IMPACTED DUE TO OTHER COVID-19 RELATED ISSUES:

240C00117 WATER LICENSE RENEWAL
240C00417 RANGE RD/TWO MILE HILL INTERSECTION UPGRADES
240C01216 TRANSPORTATION STUDY (CITY WIDE)
240C01420 SCHWATKA LAKE WEST SHORE AREA IMPROVEMENTS
240C01520 MAIN STREET ESCARPMENT GEOHAZARD MITIGATION
260C00120 IMPLEMENTATION OF ASSET RETIREMENT OBLIGATIONS STANDARD
740C00119 SHIPYARDS PARK SKATING LOOP DRAINAGE
720C00318 ZONING BYLAW REWRITE
720C00319 INDIGENOUS LANGUAGES PLACE-NAME INCORPORATION
720C00618 CHADBURN LAKE PARK IDENTITY/BRANDING
720C00815 OFFICIAL COMMUNITY PLAN REVIEW - 2018

Appendix 2
3rd Quarter Capital Variance
Administrative Recommendation

PROJECT	STATUS	AMOUNT
240C00410 ASPHALT SURFACE OVERLAY PROGRAM	Completed and Under Budget	\$ 30,175
240C00516 BLACK STREET STAIRS DRAINAGE	Completed and Under Budget	\$ 5,000
300C00116 RECREATION ACTIVITY MANAGEMENT SYSTEM	Completed and Under Budget	\$ 9,107
300C00314 FIRE AND BYLAW COMPUTER AIDED DISPATCH	Cancelled	\$ 25,265
400C00120 MOBILE LED RADAR SPEED TRAILER	Completed and Under Budget	\$ 505
440C00114 RESCUE TRUCK REPLACEMENT	Completed and Under Budget	\$ 9,817
440C00210 TECHNICAL RESCUE	Completed and Under Budget	\$ 2,952
500C00115 REPLACEMENT UPS BATTERIES	Completed and Under Budget	\$ 566
720C00119 PUBLIC ENGAGEMENT CAPACITY DEVELOPMENT	Cancelled	\$ 29,059
740C00417 SHIPYARDS PARK ELECTRICAL POSTS AND OUTLET REPLACEMENT	Completed and Under Budget	\$ 4,641
750C00115 PROGRAMMING EQUIPMENT	Completed and Under Budget	\$ 333
Total		\$ 117,420
Total amount not utilized and remaining in reserves		\$ 102,333
Total amount not utilized and remaining in external funding sources		\$ 15,088
Total		\$ 117,420

ADMINISTRATIVE REPORT

TO: Corporate Services Committee
FROM: Administration
DATE: November 30 th , 2020
RE: Third Quarter Operating Variance Report – <i>For information only</i>

ISSUE

Financial Services has reviewed operating expenditure projections submitted by department managers and is providing a forecast of operating results to the end of the 2020 fiscal year, including a revised projection of the financial impact of COVID-19.

REFERENCE

Bylaw 2019-26 2020-2022 Operating Budget
2020 Operating Budget Amendments (Appendix A, attached)
Third Quarter Operating Variance Report – COVID-19 Impact (Appendix B, attached)
Third Quarter Operating Variance Report – Normal Operations (Appendix C, attached)

HISTORY

Council adopted an operating budget for 2020 totalling \$84,813,688. This comprises an initial budget of \$84,757,114 plus subsequent Council approved amendments totalling \$56,574, as shown in Appendix A.

Soon after the announced declaration of an emergency, Administration implemented a tracking system to monitor direct costs incurred due to the COVID-19 pandemic. Additional costs to the City in the form of unrealized revenues have been forecasted to the end of the year based on actual losses and the current phase of reopening in the Yukon. Some expense reductions resulted from delaying hiring of seasonal or casual employees and through the cancellation of hosted events.

At the end of third quarter, management had been asked to review spending as compared to budget and to forecast expected final results to the end of the year. Through analysis of both the COVID-19 impact and the variance from normal operations, as shown in Appendices B and C, the City is anticipating an operating deficit for 2020 with a revised total of \$640,101.

ANALYSIS

The 2020 third quarter variance projection shows that total operating revenues are expected to be under budget by \$2,359,868 and expenses will be under budget by \$1,719,767. Therefore, projections to December 31, 2020 as compared to the revised budget indicate an operating deficit of \$640,101.

This analysis is further broken down into responsibility centres to differentiate the impact on the budget for COVID-19 and for normal operations.

Projected Variance		
Responsibility Center	Deficit/(Surplus) to budget	Primary driver
COVID-19	\$1,803,859	Loss of Parking, Transit and Recreation revenues and suspension of interest and penalties, and staff wages
Normal Operations	\$(1,163,758)	Staff vacancies; transfers to equipment reserve, tax and grant in lieu revenue, and development cost charges
Projected Deficit	\$640,101	Normal Operations + COVID-19 IMPACT

Administration has not yet been provided information on how funding from the federal government will be administered through the territorial government, nor what amounts will be available.

Overall department spending is controlled. Based on the total operating budget of \$84,813,688 third quarter variance of \$640,101 is well within 1% of the City's total operating budget.

Appendix A
3rd Quarter Operating Variance

2020 OPERATING BUDGET AMENDMENTS			
		2020	
	Bylaw/Resolution Number	Revenue	Expenses
Approved Budget	Bylaw 2019-26	\$ 84,757,114	\$ 84,757,114
Budget Amendments			
Remove duplicate budget value for City Studio Project.	ADM-1	(100,000)	(100,000)
Fees and Charges (1st Quarter changes)	Bylaw 2020-20 & 2020-07-06	3,500	3,500
Increase the 2020 operating budget for the Landfill Operations Contract	2020-15-13	107,074	107,074
Increase the 2020 operating budget for council donations to authorize disbursement of grant to the Yukon Anti-Poverty Coalition funded by the Federation of Canadian Municipalities	2020-17-08	46,000	46,000
Summary of Amendments		56,574	56,574
Revised Budget		\$ 84,813,688	\$ 84,813,688

APPENDIX B
Third Quarter Operating Variance Report
COVID-19 Impact

COVID-19 IMPACT	
Unrealized Revenues	
Lease Revenue	23,386
Other Receivable Penalties	23,531
Advertising	41,439
Water and Sewer Penalties	49,432
Park User Fees	96,425
Transit Revenue	377,650
Parking Meter Collection and Fines	452,300
Recreation and Facilities Passes/Memberships	1,301,382
Total Unrealized Revenues	\$ 2,365,545

Redirected Resources	
Wages and Benefits	408,881
Janitorial Services	44,043
Other Materials and Supplies	35,349
Relocation expenses	10,000
Plexiglass materials for City Buildings	4,818
Total Redirected Resources	\$ 503,090

Expenditure Reduction	
Contract Services	(5,277)
Donations	(15,000)
Advertising	(21,034)
Hosted Events	(40,803)
Consultants	(58,925)
Instructor Fees	(70,469)
Transfers to Parking Reserve	(133,749)
Training & Travel	(156,078)
Wages & Benefits	(563,441)
Total Expenditure Reduction	\$ (1,064,776)
Deficit due to COVID-19	\$ 1,803,859

COVID-19 IMPACT

1. Unrealized revenues – types of unrealized revenues that have resulted from the pandemic include financial relief measures taken by Council and City facility revenues
 - a. Financial relief measures
 - Suspension of interest and penalties on all overdue accounts until September 30th.
 - Suspension of parking fines
 - Suspension of transit fees

- b. Other City revenues
 - Park rental fees, predominantly due to the closure of the Robert Service Campground
 - Lease payments for lessees of the Canada Games Centre
 - Facility rental
 - Membership revenue and day passes
 - Advertising
 - Parking Meter Revenues and Fines are down, in addition to the financial relief measure due to shortened business hours and some business closures.
- 2. Redirected resources – additional, non-budgeted expenses that are directly incurred as a result of the pandemic. These types of expenditures include but are not limited to:
 - Time and resources invested in COVID-19 planning and response at the detriment of budgeted programs and service delivery
 - Personal protection equipment (PPE) to ensure the safety of staff
 - Required signage to explain closures and inform the community of regulations and guidelines;
 - Enhanced cleaning protocols including nightly cleaning of the buses and enhanced janitorial services at City facilities
 - City building modifications to prepare for a reopening to the public, i.e., signage and plexiglass installations
 - City bus modifications, i.e., driver enclosures
- 3. Expenditure reduction – This category includes 2020 budgeted items that will not be incurred as a result of the pandemic for various reasons. This reduction in costs will help mitigate the increased costs and unrealized revenues previously mentioned. Expenditure reduction items include budgeted items such as:
 - Delays and deferrals of onboarding new staff including seasonal and casual staff
 - Reduced parking reserve transfer resulting from lower parking fine revenue
 - Cancellation of municipal events
 - Reduction in staff training, travel, conferences due to cancellations and travel restrictions
 - Reduction in consultant expenses is due to competing priorities, travel restrictions and consultant cancellations.

Other factors such as the additional time required to complete tasks due to safety protocols have not been considered as part of the financial impact.

APPENDIX C
Third Quarter Operating Variance Report
Normal Operations

NORMAL OPERATIONS	
VARIANCE PROJECTION	3RD QUARTER
Tax Revenue	(607,197)
Garage Charge Recovery	(463,731)
Development Cost Charge revenue	(300,000)
Territorial Grant in Lieu	(245,106)
Miscellaneous	(106,542)
Carbon Tax Rebate	(91,736)
Economic Development Funding	100,000
Transfer from Capital Reserve	1,708,635
Total Revenues	\$ (5,677)

Wages & Benefits	(1,528,472)
Debenture Principle & Interest	(960,624)
Miscellaneous	(120,387)
Heating Costs	44,895
Insurance	59,318
Repair Materials & Parts	59,417
Transfer to DCC Reserve	305,112
Garage Charges	463,731
Transfer to Equipment Reserve	518,930
Total Expenses	\$ (1,158,081)
Surplus from Normal Operations	\$ (1,163,758)

NORMAL OPERATIONS

Revenue

- Tax Revenue and Territorial Grant in Lieu is higher than anticipated due to assessment amendments after the initial Tax Roll had been provided to the City. Due to unprecedented growth in the community and 2019 being an assessment year, the changes varied significantly from the initial assessment.
- Garage Charge Recovery is offset by Garage Charge Expenses. Garage Charge Expenses are higher than anticipated due to weather related issues. These increases in vehicle use result in an increased Transfer to Equipment Reserve as the increased usage results in expedited wear and tear on the vehicles.
- Increases in Development Cost Charge revenue and the transfer to the DCC Reserve are higher than anticipated due to higher than expected residential development.
- Miscellaneous Revenue is made up of numerous small amounts such as, operating grants, business licenses, building and plumbing permits and development and zoning fees.
- Carbon tax rebate amount was unknown at the time of budget preparation and the amount included in the budget was zero.

- Economic Development Funding revenue is down as the funding agency identified for the CityStudio project withdrew.
- Transfers from the capital reserve are down as planned contributions to the operating budget are not fully required due to the City deferring borrowing for the Whitehorse Operations Building until late 2020.

Expenses

- Wages and Benefits are expected to come in lower than anticipated due primarily to staff vacancies in Business and Technology Systems, Bylaw, Financial Services, Human Resources and Planning Departments.
- Debenture and Interest payments are projected to be below budget, largely due to deferring borrowing on the Whitehorse Operations Building. The additional principal payment equal to 10% of the Public Safety Building loan for \$439K has been identified as impacting this line item.
- Miscellaneous expenses are made up of multiple amounts which vary from budget including assessment services, damage claims, permits and inspections, printer/copier supplies, gas oil and diesel, equipment and rentals, sand and gravel, credit card service fees and some reserve transfers.
- Repair Material and Parts and Heating costs are higher than anticipated due to keeping the Municipal Services Building operational longer than anticipated as the move to the Whitehorse Operations Building was delayed.
- Insurance is higher than budgeted by 10% based on new rates provided to the City in February 2020.

ADMINISTRATIVE REPORT

TO: Corporate Services Committee
FROM: Administration
DATE: November 30th, 2020
RE: City Manager Bylaw Amendment

ISSUE

Amend the City Manager bylaw 2018-17 to reflect a change in daily hours to match the Management & Confidential Exclusion Bylaw 2020-33.

REFERENCE

City Manager Bylaw 2018-17
Management & Confidential Exclusion Bylaw 2020-33
Proposed City Manager Bylaw 2020-40 (attached)

HISTORY

The City Manager Bylaw has been in place since June 2018. Following the adoption of this bylaw, the Management and Confidential Exclusion Bylaw was passed in September 2020 modifying the hours of work for management from 35 hours per week to 37.5 hours per week.

ALTERNATIVES

1. Amend the City Manager Bylaw to reflect the changes due to new Management and Confidential Exclusion Bylaw
2. Refer the bylaw back to Administration for further analysis

ANALYSIS

Due to the passing of the Management and Confidential Exclusion Bylaw a few changes need to be made to the City Manager Bylaw.

- Replace all references to Management and Management Staff Bylaw with Management and Confidential Exclusion Bylaw;
- Update a numbered reference from the old Management and Management Staff Bylaw to the new Management and Confidential Exclusion Bylaw; and
- Define city manager hours as 37.5 to match the Management and Confidential Exclusion Bylaw and make associated adjustments.

ADMINISTRATIVE RECOMMENDATION

THAT Council amend City Manager Bylaw 2018-17 as proposed, to reflect changes due to new Management and Confidential Bylaw.

CITY OF WHITEHORSE
BYLAW 2020-40

A bylaw to amend Bylaw 2018-17 City Manager Bylaw

WHEREAS Council adopted a new Management and Confidential Exclusion Bylaw 2020-30 on September 28, 2020; and

WHEREAS adoption of Bylaw 2020-30 necessitates amendment of certain provisions of the City Manager Bylaw 2018-17;

NOW THEREFORE the Council of the City of Whitehorse, in open meeting assembled, ENACTS AS FOLLOWS:

1. All references in Bylaw 2020-30 to the Management and Management Staff Bylaw are replaced by "Management and Confidential Exclusion Bylaw 2020-30".
2. Section 16 is replaced with the following new section 16: "The base salary for the city manager shall be between \$196,728 and \$205,272 per annum."
3. Section 16 (1) (f) is replaced with the following new section 16 (1) (f): "General Provisions, excepting section 119."
4. Section 24 is replaced with the following new section 24: "Regular office hours of the city manager shall be 8:30 a.m. to 4:30.p.m., consistent with the operating hours of city hall, or as Council may from time to time determine in accordance with the operating and administrative requirements of the City. The city manager is expected to work additional hours as necessary to fulfil the duties and responsibilities of the position, including attending meetings and events."
5. Section 25 is replaced with the following new section 25: "The city manager shall be paid on the same basis as the hours outlined in the Management and Confidential Exclusion Bylaw for management employees. The city manager is not entitled to overtime pay and her salary and benefits fully compensate her for all hours worked."
6. This bylaw shall come into full force and effect upon final passage thereof.

FIRST and SECOND READING:

THIRD READING and ADOPTION:

Dan Curtis, Mayor

Norma L. Felker, Assistant City Clerk

ADMINISTRATIVE REPORT

TO: Corporate Services Committee
FROM: Administration
DATE: November 30 th , 2020
RE: Disposal of Assets Policy and Land Disposition Policy

ISSUE

Proposed Disposal of Assets Policy and a Consequential Amendment of the Land Disposition Policy

REFERENCE

Purchasing and Sales Policy 2011-25-06
Procurement Policy 2020-03
Land Disposition Policy 2017-03
Proposed Disposal of Assets Policy (attached)

HISTORY

On August 10th, 2020, Council approved a new Procurement Policy and repeal of the existing Purchasing and Sales Policy effective on January 1, 2020. The Purchasing and Sales Policy has previously guided the disposal of City assets, stating at section 9:

Disposal of City Assets

The City Manager or authorized delegate shall provide authority for all disposal reports. Disposal of City assets, provided they have not been deemed garbage, shall be made either via a public bidding process or as directed by City Council. The City Manager may approve donations to bona fide non-profit organisations up to a best-estimated value not to exceed \$2,000.00. Requests for donations exceeding this amount shall be recommended to City Council for authorization.

With the repeal of the Purchasing and Sales Policy on January 1, 2020, a replacement policy needs to be put in place.

ALTERNATIVES

1. Approve the proposed Disposal of Assets Policy and consequential amendment to the Land Disposition Policy.
2. Refer the matter back to Administration.

ANALYSIS

The proposed Disposal of Assets Policy provides significantly more guidance regarding internal repurposing, public sale and donation of assets no longer useful to the City. A consideration in the drafting has been how tangible assets are accounted for in the City's

financial records. The draft has also tried to anticipate the asset management system that is currently under development, to the extent possible and applicable.

A specific issue that the proposed policy addresses is the disposal of City buildings and associated land, defined in the draft as “City premises”. A related set of procedures is set out in section 6. Council involvement in the disposal of City premises and in authorizing donations of assets valued at greater than \$10,000 is proposed.

Because the proposed policy addresses City premises, i.e., City-owned land occupied by a City-owned building, a consequential amendment to the Land Disposition Policy is needed. That policy states:

The Land Disposition Policy applies to all developed lands to which the 2006 Land Development Protocol applies as well as to any City-owned land. There are no exceptions provided in this policy.

The consequential amendment proposed would have that section of the policy read:

The Land Disposition Policy applies to all developed lands to which the 2006 Land Development Protocol applies as well as to any City-owned land with the exception of lands that are City premises as defined and addressed in the Disposal of Assets Policy.

ADMINISTRATIVE RECOMMENDATION

THAT Council approve the Disposal of Assets Policy as presented;

AND THAT Council approve a consequential amendment to the Land Disposition Policy as presented.

COUNCIL POLICY



Disposal of Assets Policy

Policy Number:	2020-XXXX
Approved by:	Council Resolution #XXXX dated XXXX
Effective date:	January 1, 2021
Departments:	Financial Services

POLICY STATEMENT

The City of Whitehorse is committed to recovering maximum residual financial or social value from the disposal or transfer of surplus assets, through efficient, equitable and transparent processes that minimize environmental impacts and fully comply with environmental and health and safety legislation.

SCOPE

This policy applies to:

- disposal of the City's physical assets; and
- all City departments, employees and council members.

DEFINITIONS

Whenever the singular masculine or feminine is used in this policy, it shall be considered as if plural feminine or masculine has been used where the context of the policy so requires.

“appraisal” means a method of determining market value as of a specified date by a qualified appraiser as outlined by the Appraisal Institute of Canada;

“City” means the City of Whitehorse;

“City premises” means any real property owned by the City that is the site of a City owned building, which for greater certainty does not include sheds or other such impermanent structures that are not affixed to the land;

“Council” means the elected council of the City of Whitehorse;

“employee” means all employees and officers of the City of Whitehorse as defined in all collective agreements and employment bylaws;

“environmental impacts” mean impacts that adversely affect the natural environment;

“fair market value” means the price at which an item would change hands between a willing buyer and a willing seller, neither being under any compulsion to buy or to sell and both having reasonable knowledge of relevant facts.;

“information technology assets” means any technological device capable of retaining data, including but not limited to computing devices, peripherals, software/hardware,

servers, printers, copiers, facsimile equipment, or mobile devices, and includes leased equipment;

“net residual value” means the carrying value of the asset in the City of Whitehorse’s asset register less depreciation and anticipated disposal costs as recorded in the City’s financial records. If the asset is not in the City’s asset register, the carrying value is zero.

“non-profit organization” means a not-for-profit society incorporated or continued under the Yukon *Societies Act* for a minimum of two continuous years in good standing;

“obsolete” means outdated and/or not economically feasible for upgrading or repair;

“physical assets” means tangible assets not including real property other than City premises;

“proceeds” means the net revenues gained from the sale of an asset;

“social value” means a benefit to the Whitehorse community, other Yukon communities or wider society, other than a financial benefit, and includes consideration of the environmental impacts that may be associated with disposal of an asset;

“surplus assets” means tangible assets belonging to the City that have reached the end of their useful life and have been determined to be obsolete, no longer needed or no longer usable, as determined by the relevant department manager or delegate.

PURPOSE

1. This policy establishes the procedures for disposal of surplus assets and is intended to ensure:
 - 1.1 Efficiency, equity and transparency in transactions;
 - 1.2 Financial or social value to taxpayers;
 - 1.3 Minimized environmental impacts; and
 - 1.4 That surplus assets are properly written off in the City’s financial management system and for audit purposes, and are properly accounted for in the City’s asset management system.
2. Items can be available for disposal because they are:
 - 2.1 Required to be disposed of under a particular policy or administrative directive, e.g. motor vehicles;
 - 2.2 No longer required due Council direction or to changed policies, procedures, services, functions or usage patterns;
 - 2.3 No longer in compliance with workplace health and safety standards;
 - 2.4 Found to contain hazardous material; and/or
 - 2.5 Beyond repair.

AUTHORITIES

3. Council approves:

- 3.1. This policy and any future amendments thereto;
 - 3.2. Disposal by donation or gift of a surplus asset whose fair market value or net residual value is estimated to be greater than \$10,000; and
 - 3.3. Disposal of City premises, per the procedures set out in Section 6 of this policy.
4. The city manager approves:
 - 4.1. Declaration of a physical asset as a surplus asset; and
 - 4.2. Disposal by donation or gift of a surplus asset whose fair market value or net residual value is less than \$10,000 and greater than \$200;
5. A divisional director approves:
 - 5.1. Disposal by donation or gift of a surplus asset whose fair market value or net residual value is less than \$200;
 - 5.2. The method of disposal of a surplus asset other than by donation or gift.

PROCEDURES FOR DISPOSAL OF CITY PREMISES

6. In the event a City premises is under consideration for disposal, the city manager will provide a report to Council recommending an approach, methodology and timing for disposal, identifying whether these will require any procurements of related services.
 - 6.1. The report will address all relevant considerations, which may include but are not limited to:
 - 6.1.1. Why the premises are unsuitable for future City requirements;
 - 6.1.2. Appraisal;
 - 6.1.3. Development potential;
 - 6.1.4. Re-zoning considerations, if applicable;
 - 6.1.5. Any associated environmental liabilities;
 - 6.1.6. Whether any building that is part of the premises should be demolished prior to disposal and associated demolition/tipping fee costs;
 - 6.1.7. Whether the land associated with any building demolished pursuant to s. 6.1.6 should be subdivided and sold pursuant to the provisions of the Land Disposition Policy; and/or
 - 6.1.8. The disposal methodology and timing that are in the City's best interests.

PROCEDURES FOR DISPOSAL OF SURPLUS ASSETS OTHER THAN CITY PREMISES

Value Measurement

7. All City assets other than land and motorized vehicles will be valued at net residual value. Land and motorized vehicles will be valued at fair market value.

Declaration of a Physical Asset as a Surplus Asset

8. Where any goods or equipment are considered to be surplus assets by a department, the manager or director shall prepare a report using the prescribed form.
 - 8.1. Where the fair market value or net residual value is less than \$200, the report is provided to the director, who may declare the item(s) to be surplus.
 - 8.2. Where the fair market value or net residual value is \$200 or more, the report is provided to the city manager. The city manager is authorized to declare the item(s) as surplus assets, including where the replacement of goods has already been approved as a trade in as part of the procurement process.
 - 8.3. The report will include an estimate of the fair market value of the surplus asset. For an asset anticipated to have a fair market value greater than \$10,000, an industry expert appraisal may be warranted.
 - 8.4. The report will include sufficient identifying information about the surplus asset such as the manufacturer's name, serial number, asset code number, specifications, etc., as appropriate, and may include photographs.
 - 8.5. The report will identify a recommended disposal method, with supporting rationale.
9. Surplus assets with negligible or no fair market value may be deemed by the departmental manager or delegate to be garbage pursuant to the criteria set out in Appendix A to this policy and will be appropriately discarded in an environmentally sensitive manner, recycled, or disassembled and used for parts.

Offering to Another City Department

10. Where appropriate, surplus assets will be offered to another City department via a notification email before proceeding to a disposal method. Departments will have the opportunity to obtain the surplus asset on a first come, first served basis.

Surplus Asset Disposal Options

11. Surplus items may be disposed of through formal auction, internet offering, tender, trade-in, or other means whichever is in the best interest of the City as recommended by the departmental manager or divisional director. In all cases, the manager/director will ensure Financial Services staff are consulted and involved as appropriate in determining the appropriate disposal method.

- 11.1 Trade in the surplus asset on new replacement equipment: This may be a preferred option in purchases to replace equipment, in which case it will be included as a term of the publicly issued procurement document.
- 11.2 Donate to another entity: Donations may be made to governments or non-profit organizations, not to individuals, businesses or corporations, giving priority to organizations with a public or community service role that provides social value.
- 11.2.1 For surplus assets whose fair market value or net residual value exceeds \$10,000, only Council may authorize donations.
- 11.2.2 For surplus assets whose fair market value or net residual value is less than \$10,000, only the city manager may authorize donations.
- 11.3 Public Sale: Sale of a surplus asset will occur through a competitive commercial mechanism such as a competitive bid, online auction (e.g., Bonfire, govdeals.com or other online options) or public auction, wherein the successful bidder shall be the bidder with the highest bid.
- 11.3.1 Preference shall be given to the least costly method of sale, including consideration of related staff time.
- 11.3.2 All proceeds from the sale of surplus assets shall be accounted for as City revenue and are not to be used for the benefit of any employee or department unless as determined in approved budgets.
- 11.3.3 Where a member of the public and a City employee or elected official offer the same price, the item will be sold to the member of the public.
- 11.4 Private Sale: When a surplus asset has not sold in at least two public offerings, the asset may be sold to a member of the public, City employee or elected official who offers the City the minimum reserve price.
- 11.5 Garbage: Surplus assets deemed to be garbage pursuant to section 9 of this policy may be destroyed or otherwise disposed of in an appropriate and safe manner that minimizes environmental impacts.

Conditions of Disposal

12. All surplus assets disposed of by donation, gift, public sale or private sale shall be accepted as-is and where-is and without warranty or guarantee. The new owner shall assume all risk and expense associated with these assets.

Disposal of Information Technology Assets

13. All information technology assets must be properly cleaned of sensitive data and software, to the satisfaction of Business and Technology Services (or successor department) before being disposed of.
- 13.1 Any cost of cleaning the information technology assets must be considered as a cost of disposal when determining the least-cost disposal method available.

13.2 All sensitive information, data and software removed from information technology assets must be retained by the City or disposed of in accordance with applicable policies, administrative directions and/or legislation.

Removal of City Asset Identifiers

14. Any asset code tags, city logos or other information that would identify a surplus asset item as City property shall be removed prior to:

14.1 Disposal of a surplus asset by donation, gift, public sale or private sale; or

14.2 Recycling, re-purposing or disposal in a landfill, in the event the item is deemed to be garbage pursuant to section 9 of this policy.

PROHIBITIONS

15. No Council member, officer or employee of the City shall be permitted to purchase surplus assets unless through a public disposal process, except in the circumstances set out in section 11.4 of this policy.

16. No employee shall bid on the sale of surplus assets except those disposed of at arm's length by public auction, internet auction, or tender, except in the circumstances set out in section 11.4 of this policy.

17. Employees deemed to have the ability to influence decisions with respect to the disposal arrangements of the surplus assets are not permitted to receive surplus items. This restriction is not intended to prohibit any employee from purchasing surplus assets offered for sale pursuant to sections 11.3 and 11.4 of this policy.

18. Under no circumstances may a surplus asset be donated to a City employee, council member or their relatives.

19. In the event of special circumstances requiring direction outside of the above outlined requirements, a written request shall be submitted to the city manager as part of the report described in section 8 of this policy.

History of Amendments

Date of Council Decision	Reference (Resolution #)	Description
		Initial Approval Date

Appendix A – Criteria for Deeming a Surplus Asset to be Garbage

A guiding principle in dealing with surplus assets is to realize value for tax payers. That suggests efforts should be made to realize benefits via repairing, re-purposing or selling an item. However, there will certainly be instances where the administrative costs of processing a surplus asset more than offset any benefit to be gained. To assist in determining when a surplus asset should be disposed of as garbage, the following criteria should be considered:

- How old is the item? Is it past its useful life expectancy?
- Does its continued use pose any kind of health or safety hazard?
- Can it be repaired? Are parts available?
- Is there any realistic resale value?
- Can it be dismantled and used for parts?
- Can it be re-purposed?
- Does its continued use, whether by the City or by a potential buyer, expose the City to liabilities of any kind, including those related to health and safety?
- Is it of high enough value to warrant the investment of staff time and/or resources to repair, re-purpose or resell the item? What would that cost the city in staff time and/or resources?

ADMINISTRATIVE REPORT

TO: Corporate Services Committee
FROM: Administration
DATE: November 30, 2020
RE: Asset Management Policy

ISSUE

Adoption of Asset Management Policy

REFERENCE

Proposed Asset Management Policy (attached)

HISTORY

In 2015, the City retained WSCS Consulting to advance formal asset management practices for the City. WSCS Consulting was hired again in 2019 to assess the City's progress on implementing an asset management policy and system, and to refocus the City's efforts. WSCS Consulting delivered its Asset Management Assessment document in May of 2019, with one of the recommendations being the adoption of an asset management policy. Council listed the adoption of an asset management policy as one of its strategic priorities for 2020.

ALTERNATIVES

1. Adopt the Asset Management Policy as presented
2. Refer the proposed policy back to Administration

ANALYSIS

Municipal governments own approximately 60% of Canada's public infrastructure. The City of Whitehorse (the City) possesses approximately \$454 million worth of assets (at net book value as of Dec. 2019). The decisions to acquire, maintain, and dispose of City assets requires up to date inventories and accurate cost estimates of asset lifecycles. Asset management systems help municipal governments to better manage existing assets and make sound investment decisions for the future. An asset management policy provides an overarching document for the creation of an asset management system.

Many other municipal governments in Canada have adopted similar asset management policies, particularly as some provincial governments (e.g., Ontario) are now requiring municipal governments to have an asset management policy and system in place.

The proposed Asset Management Policy establishes Council's support for the development and implementation of the City's Asset Management System, and sets out the principles on which it will be based and the process for its ongoing development and management.

The Asset Management System developed under the proposed policy will enable the City to better manage the infrastructure that delivers service to the community in a way that

considers current and future needs (performance), manages risks and opportunities (risk), and uses resources effectively to achieve the highest return on investment (cost/financial management).

Post policy approval, next steps in development of the system include hiring of dedicated project staff, having the steering committee confirm a short-term strategy, and assessing the capability of the existing software along with data reconciliation in the software, expanded implementation and overall corporate asset management training.

ADMINISTRATIVE RECOMMENDATION

THAT Council adopt as presented the Asset Management Policy dated November 2020.



Asset Management Policy

Policy Number:	2020- xx
Approved by:	Council Resolution #<u>xxxx</u> dated <u>xxxx, 2020</u>
Effective date:	January 1, 2021
Division:	Corporate Services

Authority

Section 177 (a) of the *Municipal Act* provides Council with the legislative authority for developing and assessing the policies, services, and programs for the municipality.

Section 224 of the *Municipal Act* states that the municipality has a responsibility to safely maintain the municipality's assets.

Purpose

To provide guidance and leadership for the development and implementation of the City of Whitehorse's Asset Management System. This Asset Management Policy is intended to:

- Provide the foundation for developing a comprehensive City asset management system that will support the sustainability of the City's long-term assets, enable proficient, timely maintenance and stewardship of the City's infrastructure, and enhance the City's accountability to the public through the implementation of sound asset management practices; and
- Ensure a consistent, coordinated, cost-effective and organizationally sustainable approach to corporate asset management, to assist the organization in pursuing evidence-based decision making for the management of City assets.

Definitions

- **Asset** – a physical item that currently or is expected to provide a future benefit or service to the organization. The benefit provided may be tangible, intangible, financial or non-financial.
- **Asset Management System** – a set of principles and procedures according to which the City's asset management is conducted corporately to ensure a coordinated, cost effective and organizationally sustainable approach across all City departments, and which may include an organizational framework and methods of completing asset management tasks.
- **Levels of Service** – defined standards for the provision of City services to residents.
- **Lifecycle** – the time period that commences with the identification of the need for an asset and ends with the disposal of the asset.

Scope

This policy applies to all City departments and all City assets. It does not replace existing business plans, budget processes or bylaws that are already in place.

The City of Whitehorse (“The City”) possesses approximately \$393 million worth of assets (at net book value as of May 2019) that it requires and relies on to deliver essential services to the community. To support delivery of these services in an efficient and sustainable manner, these assets must be able to sustain and support an acceptable level of performance. The scale and criticality of these services to the wellbeing of the City and City residents necessitates the implementation of a systematic approach to managing this portfolio of assets.

Assets owned by the City include but are not limited to:

- Land;
- Roads and bridges;
- Water distribution networks;
- Wastewater systems;
- Water treatment plants;
- Landfills;
- Culverts;
- Sidewalks;
- Fibre optic network;
- Buildings;
- Equipment; and
- Vehicles.

Principles

This policy will guide the development of an Asset Management System, asset management planning and decision-making in relation to City assets by adhering to the following principles:

- Aligned – complements and adheres to the strategic objectives of the City, and all pertinent legislation and bylaws;
- Comprehensive – addresses asset management with a “big picture” approach that takes into account the contributions of assets through their entire lifecycle recognizing that assets will vary in their value and complexity;
- Systematic – employs a methodical approach that is formal, repeatable, and efficient in the management of public assets;
- Sustainable – takes a long-term, lifecycle based approach in estimating asset investment and activities, thus developing effective and efficient asset management strategies that can address future challenges;
- Integrated – attempts to integrate corporate, business, technical, financial and budgetary planning for all public assets;
- Risk-based – assesses and manages the risks associated with ensuring the City’s ability to meet its endorsed levels of service; and

- Continual improvement and innovation – continually improves asset management plans and practices by driving innovation in the development of processes, tools, techniques and strategies.

Responsibilities

The development, utilization, and support of the City's Asset Management System requires an integrated and consistent approach across all City departments. The asset management roles and responsibilities are summarized in the following:

Council

- Approves the asset management policy and any amendments thereto;
- Reviews and approves City policies to establish levels of service for asset use; and
- Approves the allocation of funds for asset management planning through the budgetary process.

City Manager

- Provides corporation-wide leadership in development and implementation of asset management practices and strategies, including the Asset Management Policy and resulting Asset Management System;
- Oversees that the Asset Management Policy aligns with Council priorities;
- Appoints a member of senior management to lead the implementation of the Asset Management System; and
- Establishes a corporate wide working group with clear terms of reference to develop the City's Asset Management System.

Appointed Member of Senior Management

- Develops and maintains corporation-wide accountability mechanisms for achieving corporate asset management goals and priorities;
- Provides regular reporting regarding the status and progress of the Asset Management System; and
- Leads the Asset Management Working Group in accordance with its terms of reference.

Asset Management Working Group

- Leads and manages the development, implementation and continuous improvement of corporate asset management practices and systems within the organization.

Department Managers

- Provide management level support for the adoption of departmental asset management practices that align with the City's Asset Management System; and
- Provide feedback and direction to corporate asset management strategies.

Supporting References

Municipal Act, R.S.Y. 2002, c.154

History of Amendments

Date of Council Decision	Reference (Resolution #)	Description
		Initial Approval Date

ADMINISTRATIVE REPORT

TO:	Corporate Services Committee
FROM:	Administration
DATE:	November 30, 2020
RE:	Budget Amendment & Contract Award – Marwell Lift Station Pump Replacement

ISSUE

Budget amendment and contract award for the Marwell Lift Station Pump Replacement project.

REFERENCE

Purchasing and Sales Policy (2011)
Capital Project 650c00620 “Marwell Lift Station Pump Replacement”

HISTORY

The Marwell lift station is one of two primary conveyance points in Whitehorse's waste water collection system (along with the Porter Creek Flush System). It receives waste water from all serviced areas south of Porter Creek and Whistle Bend and pumps the waste water via force main 7.5 km to the City's waste water treatment facility, the Livingstone Trail Environmental Control Facility.

One of the challenges at a central collection point is the quantity of sand and grit which is entrained with the waste water. In the City's system, this problem is most acute at Marwell lift station. There is a sand and grit separator, but some nonetheless reaches the pumps. Waste water pumps have a normal life expectancy of 15 years, however, normal life expectancy is impacted by duty considerations, and sand and grit is a “severe duty” condition.

In 2019, the primary pumps P1 and P2 (both six years old) started exhibiting premature wear, and have both required emergency maintenance. This situation dictated the urgency of needing a backup pump for P1 and P2, in order to ensure continuity of service and avoid environmental risks that would result from full pump failures. In 2019 a transfer payment agreement was approved for \$100,000 for the acquisition of a backup pump for the Marwell lift station.

In late 2019, P1 became on the verge of becoming inoperable. The backup pump was installed as P1 in April 2020. A Gas Tax amendment #1 for an additional \$130,000 was submitted for the purchase of a new backup pump and to conduct a consulting assessment of the sand traps at the Marwell lift station. The backup pump was acquired in July 2020.

In the fall of 2020, as staff vacancies were filled at Utility Stations, a more detailed assessment of the rest of the pumps at the lift station was conducted. The P2 and P3 pumps were also found to be damaged. The backup pump was installed to replace P3 and it was determined that the damaged P2 could be refurbished. Purchase of a new backup pump and refurbishment of P2 requires a budget increase of \$200,000.

The Purchasing and Sales Policy does not make allowances to exempt this type of procurement from the public tendering process, therefore, a council resolution is required to waive a public bidding process in this case. The procurement of the new pump is quoted at \$114,820 plus GST.

Smith Cameron Process Solutions has been identified as the sole source supplier for the new pump. It is the only Canadian distributor for the brand of pump that can be installed in the lift station without need for extensive renovation or replacement of the mounting base within the lift station. The supply time for the new pump is 16-18 weeks. Refurbishment of P2 has been authorized by the city manager and the refurbished pump is expected to be returned to the City by the end of December.

Water & Waste Services has also started investigation of system modifications to reduce the impact of sand and grit on the Marwell lift station and increase the operating life of the pumps. A consulting proposal has been sought from Stantec Consulting Ltd. of Whitehorse, and the proposed fee is just under \$30,000. In addition, a 2021 capital project has been submitted for the assessment and implementation of a Computerized Maintenance Management Program (CMMP), that would aid the identification of early signs of abnormal pump operation, thus better planning maintenance and pump replacement.

ALTERNATIVES

1. Amend the capital budget and authorize Administration to waive the public bidding process for the supply of a new standby waste water pump and award the contract as recommended.
2. Refer the matter back to Administration.

ANALYSIS

Operational efforts to maximize the effectiveness of the existing sand and grit removal system are under way.

The budget increase is proposed to be funded externally from the Gas Tax fund. A Gas Tax Amendment has been submitted and a transfer payment agreement is expected. The budget increase is proposed to be funded by reserves in the interim until the transfer payment agreement is received.

ADMINISTRATIVE RECOMMENDATION

THAT Council amend the 2020 to 2023 capital budget by increasing the 2020 Marwell Lift Station Pump Replacement Project 650c00620, in the amount of \$200,000, funded by the Water and Sewer Reserve; and

THAT Council authorize Administration to waive the public bidding process for the supply of a new standby waste water pump; and

THAT Council authorize Administration to award the contract for the purchase of the new standby waste water pump to Smith Cameron Process Solutions for a net cost to the city of \$114,820.00 plus GST.

CITY OF WHITEHORSE
CITY PLANNING COMMITTEE
Council Chambers, City Hall



Chair: Samson Hartland

Vice-Chair: Laura Cabott

November 30, 2020

Meeting #2020-25

-
1. Public Hearing Report – OCP Amendment (Whistle Bend Future Area C)
Presented by Director Mike Gau
 2. New Business

ADMINISTRATIVE REPORT

TO:	Planning Committee
FROM:	Administration
DATE:	November 30, 2020
RE:	Public Hearing Report – OCP Amendment – Whistle Bend Future Area C

ISSUE

A report on the public hearing for amendments to the 2010 Official Community Plan (OCP) to allow the Whistle Bend Future Area C to proceed to zoning and subdivision processes.

REFERENCE

- *Municipal Act*
- Whistle Bend Master Plan (2009)
- Official Community Plan (2010)
- Planning & Preliminary Engineering Design Report for Whistle Bend Future Areas & Town Square (2020)
- Whistle Bend Traffic Impact Analysis (2009)
- Whistle Bend Neighbourhood Phases 3-7 – Planning, Design, and Preliminary Engineering Servicing report (2013)
- Bicycle Network Plan (2018)
- Future Areas Plan (2020)
- Bylaw 2020-31 and Appendices A, B & C

HISTORY

Planning for the Whistle Bend neighbourhood began in 2006 and included an extensive community engagement process. This culminated in creation of the Whistle Bend Master Plan (2009), which identified a portion of land known as Area C as an active recreation site that would be reserved for the private use of the Yukon Horse and Rider Association (YHRA). Based on the Whistle Bend Plan, the area was designated as greenspace in the 2010 OCP. In the early 2010s, based on discussions between the City and the YHRA, the proposed move was abandoned and the City explored alternative uses for the site.

In 2018, the City hired WSP, in association with Associated Engineering, Tetra Tech and John Glynn-Morris General Consulting, to undertake planning and preliminary engineering work for new residential areas in Whistle Bend, including Area C. The resulting Planning & Preliminary Engineering Design Report for Whistle Bend Future Areas & Town Square (“the WSP report”) was completed in 2020 and addresses three future areas for the neighbourhood (i.e., Areas A, B, and C). For development to occur in Area C, amendments to the OCP are required.

The primary land owner and developer in Whistle Bend is the Yukon government (YG) which has an objective to proceed with detailed engineering for Area C in early 2021 to develop a continuous supply of available building lots in the coming years. The City has committed to continue to work with YG to help residents attain housing through its housing strategic priority. Whistle Bend remains the City's main growth area. These amendments are proposed in advance of the completion of the OCP review to ensure near-term lot supply within Whitehorse.

Bylaw 2020-31 passed first reading on October 26, 2020. Notices of public hearing were published in newspapers on October 30 and November 6, and a copy of the notice was sent to the Minister of Community Services, per the *Municipal Act*. A total of 797 letters were sent to property owners within 1000-metres of the subject site. YG Land Client Services, Kwanlin Dün First Nation, Ta'an Kwäch'än Council, and the Porter Creek and Whistle Bend Community Associations were notified by email.

The public hearing was held on November 23, 2020. Due to the COVID-19 pandemic, the public gallery in Council Chambers was closed to the public. Input was received through email and was posted to the City website. A total of nine written submissions were received:

- three opposed;
- five expressing concern; and
- one general input from YG (submission made in error)

A few issues were raised and have been grouped into the following categories:

- Impact on environment & recreation
- Need for a public meeting
- Impact on transportation
- Other concerns

ALTERNATIVES

- 1) Proceed with second reading under the bylaw process.
- 2) Amend the bylaw at second reading.
- 3) Do not proceed with second reading.

ANALYSIS

Impact on Environment and Recreation

Recreational Trails

Almost all submissions were concerned with impact on recreational trails. Many residents from Porter Creek use the trails in and around the site. The concerns pertain to potential loss of trails, maintaining them in their natural state and providing adequate screening between the trails and the development.

As part of the Porter Creek Bench Charrette in 2006, an Existing Conditions Map was created to identify existing trails, areas of high environmental sensitivity and areas with high wildlife value. The proposal would maintain most of the existing trails, provide new

accessible paved trails, preserve areas of high environmental sensitivity/high wildlife value, and some of the protected greenspace identified in the 2006 green space map.

One submission expressed concern regarding maintaining trails in this area in a 'natural state'. While many of the existing trails on the periphery of the proposed Area C either lie within the proposed greenspace setbacks or outside the development area, additional accessible paved trails are being proposed on the northern side of the development. If the OCP is amended, there will be opportunities for more detailed trail planning work through subsequent planning processes.

Jet Power Hill

One submission expressed concern regarding potential impact to 'Jet Power Hill' that is used for tobogganing and other recreational activities. Area C does not include this area and is unlikely to impact recreation activities on the hill. Measures would be considered during detailed design to avoid conflicts between vehicle traffic and recreational users.

Environmental Consideration

A few submissions expressed concern regarding the potential environmental impacts to the creek that runs along the western perimeter of the proposed development, as well as the associated wildlife and vegetation. As identified in the initial master planning process, areas of high environmental sensitivity and high wildlife value, including the creek and the existing trails, have been excluded from development and greenspace setbacks that are over and above the OCP requirement will act as natural buffers to the proposed development area. Furthermore, Area C will be adequately buffered from both McCauley Creek (235 m) and the Yukon River (150 m) including maintaining existing riparian vegetation.

The Yukon Environmental and Socio-economic Assessment Board (YESAB) has reviewed the proposed concept for Area C and recommend that the project be allowed to proceed. The assessment report submitted for YESAB approval took potential environmental and socio-economic impacts into account and provided suitable mitigation and monitoring measures. These recommendations will be further reviewed at the neighbourhood construction and subdivision stages.

Loss of Green Space

A few residents were concerned about the proposed conversion of greenspace and wilderness area to development areas.

As the city grows, the City faces hard choices. There is significant demand for new homes within Whitehorse. The City and YG have allocated resources to meet this demand through work on Whistle Bend, infill development, rezoning, and subdivision applications. While the proposal would facilitate the conversion of greenspace land into a residential area, it strikes a balance between preservation and the need to provide additional opportunities for housing in the city. The preliminary design for Area C preserves existing trail networks and areas of high environmental sensitivity, and creates 15.5 hectares of public greenspace with new accessible trails, in an area previously set aside for a private recreation facility. Public greenspace will comprise

27.6% of the site, which is much higher than the minimum 10% area required to be reserved for public use in a new land subdivision under the *Municipal Act*.

In order to preserve as much publicly accessible greenspace as possible and reduce its overall land development footprint, the City also has various policies in place to promote higher density housing, infill and redevelopment, as well as smaller lot and unit sizes. Whistle Bend has been planned with a higher density than previous neighbourhoods, with more than 40% of the housing units in Whistle Bend Phases 1-7 estimated to be multifamily, townhouses and suites. The development of Area C will also help delay the need to develop a new neighbourhood within Whitehorse.

Noise

One resident raised concern regarding noise from existing Whistle Bend construction work and potential for further noise. The City has restrictions for construction equipment within the Maintenance Bylaw. Mitigation and monitoring measures have been proposed as part of the assessment report for YESAB approval process. These include limiting hours of operation during daytime, reduced weekend hours, undertaking a noise study and on-going noise monitoring.

Need for a public meeting

One submission expressed the need for community engagement regarding this development. The City has undertaken extensive community engagement for Area C. In 2018, the City held four public and stakeholder engagement events, as well as an online survey to gather input on the town square and phasing concepts. The public engagement events included:

- Ted'ish' Talk – What Makes a Great Town Square (May 16th)
- Government Partners Workshop – Planning and Design (May 17th)
- World Café – Town Square Planning (May 17th)
- Ta'an Kwäch'än Council Citizen Workshop – C-9B Planning (June 11th)
- Pop-Up at the Pond – Evaluating Concepts (July 19th and 25th)

Detailed engagement reports were created for each opportunity and are available on the City website for reference. Engagement and technical analysis resulted in a land use plan including block and road layouts, housing mix and engineering pre-design work. There would be further engagement opportunities during the detailed design and zoning amendment processes.

Impact on Transportation

Traffic

There were concerns raised regarding the potential impact of the proposed development on existing traffic issues, especially during peak travel times between Whistle Bend and Downtown. The traffic concerns pertain specifically to Range Road and Mountain View Drive/Copper Road/Quartz Road corridor, as well as a new connection to the Alaska Highway.

City Engineering staff are currently developing the Citywide Transportation Study to update their understanding of the city's transportation network. A key component of this

study is development of a travel demand model to understand the general travel patterns within the city. The study will investigate the validity, necessity and the timing of implementation of various capital improvements proposed in previous studies given the existing transportation context, with specific focus on the Range and Mountain View Drive/Copper Road/Quartz Road areas and other potential improvements that have been recommended in previous reports and studies. The Whistle Bend Traffic Impact Analysis proposed upgrades to provide adequate traffic capacity at various growth horizons for Whitehorse and specifically, Whistle Bend. The major improvements proposed include a new connection to the Alaska Highway (via Pine Street), twinning of Mountain View Drive, the addition of auxiliary lane capacity to allow for turning movements, signalization, existing signal optimization, among others.

The Whistle Bend Neighbourhood Phases 3-7 – Planning, Design, and Preliminary Engineering Servicing report revisited the off-site traffic improvements proposed in the prior traffic impact study. The report summarized various improvements required in the medium- and long-term growth scenarios. A proposed connection from Whistle Bend to the Alaska Highway (via Pine Street) was recommended in the 2009 study to provide significant traffic benefits in the long-term growth scenario, once the population of Whitehorse reaches 50,000 people.

Another potential connection (via McDonald Road) between Area C and the Alaska Highway was also discussed during WSP report workshops and technical meetings with the City and YG. Additional planning and technical analysis are required to understand the feasibility of this connection. This is outside of the scope of the proposed OCP amendments.

Active Transportation

Some submissions expressed concern with the lack of safe bike routes to Downtown from Whistle Bend. The 2018 Bicycle Network Plan proposes a multi-use pathway along Area C, which will connect to a proposed multi-use pathway on Whistle Bend Way and Range Road that continues till the intersection at Mountain View Drive. A separated bicycle pathway is also proposed on Mountain View Drive, Copper Road and Quartz Road which connects to the Downtown's network of paved trails and other proposed bicycle paths and greenways. This system is proposed to be designed to All Ages and Abilities standards that ensures that it can accommodate a range of users of varying abilities.

Additional connectivity for people walking and cycling between Whistle Bend and Downtown is anticipated to be achieved in the near term with the Range Road North Reconstruction proposed in the 2021-2024 Capital Budget. This reconstruction project preliminarily identifies the integration of a cycling route.

Active transportation connectivity within Whistle Bend is provided through the Type 1 trails located on Casca Boulevard and the neighbourhood greenways proposed in the future. Further active transportation connections between Area C and the rest of Whistle Bend will be determined through future planning processes.

Bus Route

A few residents expressed concern with lack of existing bus routes to the proposed area. Transit Services is currently developing a Transit Route Modernization Plan. Proposed changes are anticipated to address transit frequency and level of service between Whistle Bend and the Downtown core.

Other concerns

Neighbourhood Concept

One submission expressed concern that the proposed residential development will shift Whistle Bend's character from a complete neighbourhood with a 'live, work, play' environment to a primarily housing-oriented neighbourhood. The Whistle Bend community plan is to have commercial businesses, schools and other amenities in close proximity to the town square. Area C is an extension of the Whistle Bend neighbourhood and will further increase the viability of services by bringing more people to the community. Moreover, additional commercial, civic and recreational uses have been proposed under the 2020 Future Areas Plan in balance with the new homes.

Operational Equipment

One submission was concerned with the City not having adequate operational resources in terms of equipment, vehicles, etc. to serve the additional population in Whistle Bend. If the OCP amendment is approved, a detailed design will inform future operational requirements.

Infrastructure

Some submissions were concerned with infrastructure capacities to adequately serve the new development. The WSP report indicates that the Future Areas A, B and C have adequate water supply for the planned housing based on a preliminary review of the existing supply main infrastructure. For wastewater, the report recommends further investigation to identify the possible expansions and upgrades that may be necessary in the future. For storm water, the report states that the proposed storm water system should accommodate expected flows over the life of the infrastructure. Infrastructure considerations will be studied in more detail during the zoning amendment and subdivision processes. Upgrades attributable to new development are paid for by the developer (YG).

Snow Dump

One public submission expressed concern with finding a suitable snow dump location. The City operates an area within Area C as a snow storage area that will need to be relocated prior to the development of residential development. The City is intending to start planning work on new snow storage locations in 2021. The WSP report identifies two potential snow storage areas - one located north of Area C, near the Force Main Road, and another off-site location south of the Whistle Bend Way and Mountain View Drive intersection.

Conclusion

The application under review is for an OCP land designation change. The proposed amendment is seeking Council's consideration of whether the proposed development of Area C is appropriate given the surrounding land uses and community needs.

If Council decides to approve this OCP amendment, there will be opportunities for more detailed planning work to address specific concerns. The best way to address these concerns is through subsequent zoning amendment, subdivision approval and development agreement with YG.

ADMINISTRATIVE RECOMMENDATION

THAT Bylaw 2020-31, a bylaw to amend the Official Community Plan to allow for the development of the area known as Whistle Bend Future Area C, be brought forward for 2nd reading under the bylaw process.

CITY OF WHITEHORSE
CITY OPERATIONS COMMITTEE
Council Chambers, City Hall



Chair: Laura Cabott

Vice-Chair: Samson Hartland

November 30, 2020

Meeting #2020-25

1. Lease Agreement – Office Space Alternative

Presented by Senior Project Technician Nick Marnik

2. Contract Award – Waste & Cardboard Removal

Presented by Manager Krista Mroz

3. New Business

ADMINISTRATIVE REPORT

TO: Operations Committee
FROM: Administration
DATE: November 30, 2020
RE: Lease Agreement – Office Space Alternative

ISSUE

Entering into a lease agreement to provide temporary office space

REFERENCE

RFI 2020-035, and RFP 2020-063
Purchasing and Sales Policy
2020-2023 Capital Expenditure Plan, Project 320c01317 BCP – Office Alternative
Proposed Bylaw 2020-14

HISTORY

The Building Consolidation Project has progressed so that the majority of City employees have relocated from the Municipal Services Building to the Whitehorse Operations Building. Three work units remain in need of new locations to allow the closure of the Municipal Services Building: Business and Technology Services (B&TS), Land and Building Services (L&BS) and Planning and Sustainability Services (P&SS).

In May of 2020 an Request for Information process was undertaken to solicit market interest, gauge availability and to refine requirements to include in a Request for Proposals (RFP). The RFP for Leased Office Space was released on August 21, 2020 and closed on September 23, 2020. The RFP was advertised on the City's website, social media and in local newspapers. The RFP documents were made available via the City's e-procurement platform www.whitehorse.bonfirehub.ca.

The City received only one proposal. The proposal was reviewed by an internal evaluation team comprised of personnel from Financial Services, B&TS, L&BS, P&SS and Operations. The evaluation team followed the Council Policy on Purchases and Sales, but could not conclude an agreement within budgetary constraints and the RFP process was cancelled.

ALTERNATIVES

1. Bring forward Bylaw 2020-14 to enter into a lease agreement.
2. Refer the proposed bylaw back to Administration for further

ANALYSIS

Given that the City has issued Request for Information (RFI) and Requests for Proposals (RFP) and was not successful in finding office space within budget, Administration has been actively approaching landlords who advertised their leases to determine whether they would be interested in a three-year lease.

Administration has also then renewed the existing lease the City holds with Sport Yukon for offices in the Sport Administration Building, as provided for in that lease.

The location of the proposed lease is zoned CIM - Mixed Commercial Industrial, where offices are a conditional use. Following first reading of Bylaw 2020-14, a conditional use process will begin with subsequent bylaw readings introduced to coincide with a conditional use approval by Council.

The Sport Yukon and 535644 Yukon Inc. leases combined meet the space requirements for L&BS and P&SS within the current budget. B&TS will be located in an existing City building.

ADMINISTRATIVE RECOMMENDATION

THAT Council direct that Bylaw 2020-14, a bylaw to authorize a lease agreement with 535644 Yukon Inc., be brought forward for consideration under the bylaw process.

CITY OF WHITEHORSE

BYLAW 2020-14

A bylaw to authorize a lease agreement.

WHEREAS section 265 of the *Municipal Act* (2002) provides that Council may pass bylaws for municipal purposes respecting the municipality's leasing of any real or personal property; and

WHEREAS Council deems it desirable to enter into an agreement with 535644 Yukon Inc. for the lease Unit 6, Condominium Corporation 19, Whitehorse, Yukon for a Three-year period from February 1, 2021 up to and including January 31, 2024;

NOW THEREFORE the Council of the municipality of the City of Whitehorse, in open meeting assembled, hereby ENACTS AS FOLLOWS:

1. The City of Whitehorse is hereby authorized to enter into a three-year lease agreement with 535644 Yukon Inc. with respect to Unit 6, Condominium Corporation 19, Whitehorse, Yukon, comprising approximately 428 square metres in area.
2. The Mayor and Clerk are hereby authorized to execute on behalf of the City of Whitehorse the Lease Agreement attached hereto as Appendix "A" and forming part of this bylaw.
3. This bylaw shall come into full force and effect upon the final passing thereof.

FIRST and SECOND READING:
THIRD READING and ADOPTION:

Mayor

Assistant City Clerk

THIS LEASE AGREEMENT, made the day of January, 2021.

BETWEEN: 535644 Yukon Inc., a company having its head office at

6A-151 Industrial Rd
Whitehorse, Yukon Y1A 2V3

(The "Landlord")

AND:

The City of Whitehorse,
a municipality duly incorporated pursuant to the provisions of the *Municipal Act*

(The "Tenant")

IN CONSIDERATION OF the Landlord leasing certain premises to the Tenant, the Tenant leasing those premises from the Landlord and the mutual benefits and obligations set forth in this Lease, the receipt and sufficiency of which consideration is hereby acknowledged, the Parties to this Lease (the "Parties") agree as follows:

1. INTENT OF LEASE

1.1 Semi-Gross Lease

It is the intent of this Lease and agreed to by the Parties that rent for this Lease will be on a semi-gross rent basis meaning the Tenant will pay the Rent and certain utilities, and the Landlord will be responsible for other service charges related to the Premises and the operation of the Building save as specifically provided in this Lease to the contrary.

1.2 Leased Premises

The Landlord agrees to rent to the Tenant the office space described as Unit 6, Whitehorse Condominium Corporation #19, Whitehorse, Yukon, comprising approximately 428 square meters, together with 4 parking spaces located at the front and 4 parking spaces located at the back of the business and to be designated for the exclusive use of the Tenant (the "Premises").

1.3 Common Areas

The Landlord grants to the Tenant, its employees, agents and invitees, the right in common with the Landlord and all the others having a like right, the free use of those lands, areas, building, improvements, facilities, utilities, equipment, installations and public parking areas which serve or are for the useful benefit of Whitehorse Condominium Corporation #19 ("Common Areas and Facilities").

1.4 Permitted Use

The Landlord agrees to rent to the Tenant the Premises for use as a business office with relevant business to business use. A residential use is not permitted under this Lease.

2. TERM

The term of the Lease commences February 1, 2021 and continues until and includes January 31, 2024 (the "Term").

3. OPTION TO RENEW

The Tenant, not otherwise in default of this agreement, is hereby given the first and sole option to renew this lease for two additional consecutive one (1) year terms, upon the terms and conditions contained herein, excepting this right of renewal, by giving written notice to the Landlord of its intention to renew at least three (3) months prior to the expiration of the Term granted herein.

3. RENT

Subject to the provisions of this Lease, the Tenant will pay the Landlord rent of \$5,800.00, payable per month, for the Premises (the "Rent"), without setoff, abatement or deduction. In addition to the Rent, the Tenant will pay for any fees or taxes arising from the Tenant's business. The Tenant will pay the Rent on or before the first day of each and every month of the Term to the Landlord.

The rent amount is a semi-gross rent including taxes, insurance, water and sewer charges, and ground maintenance.

No acceptance by the Landlord of any amount less than the full amount owed will be taken to operate as a waiver by the Landlord for the full amount or in any way to feat or affect the rights and remedies of the Landlord to pursue the full amount.

The Tenant shall pay to the Landlord interest at the prime commercial lending rate of the Canadian Imperial Bank of Commerce plus 4% per annum on all payments of rent, and other sums required to be paid under this lease from the date upon which the same were due until actual payment thereof.

4. USE AND CARE

Except as otherwise agreed between the Parties the Tenant will open the whole of the Premises for business to the public fully fixtured, stocked and staffed on the date of commencement of the Term and throughout the Term, and will continuously occupy and utilize the entire Premises in the active conduct of its business. The Tenant covenants that the Tenant will carry on and conduct its business from time to time carried on upon the Premises in such manner as to comply with all statutes, bylaws, rules and regulations of any federal, territorial, municipal or other competent authority and will not do anything on or in the Premises in contravention of any of them.

The Tenant shall take good care of the Premises and keep the same in a tidy and healthy condition at all times during the Term of the Lease.

The Tenant shall ensure that snow is removed from pedestrian access and egress to and from the unit and premises shall be kept at the highest standards.

The Tenant will not make (or allow to be made) any noise or nuisance which, in the reasonable opinion of the Landlords disturbs the comfort or convenience of other tenants.

The Tenant will not engage in any illegal trade or activity on or about the Premises.

The Landlord covenants that on paying the Rent and performing the covenants contained in this Lease, the Tenant will peacefully and quietly have, hold, and enjoy the Premises for the agreed term.

5. POSSESSION BY THE TENANT

The Landlord will deliver up vacant possession of the Premises to the Tenant at the beginning of the Term.

6. GENERAL PROVISIONS

6.1 Over-holding

Should the Tenant remain in possession of the Premises with the consent of the Landlord after the expiration of this lease without any further written agreement a new tenancy from month to month will be created between the Landlord and the Tenant which will be subject to all the terms and conditions of this Lease but will be terminable upon either party giving one month's notice to the other party.

If the Tenant continues to occupy the Premises without the written consent of the Landlord after the expiration or other termination of the Term, then, without further written agreement, the Tenant will be a month-to-month tenant at a minimum monthly rental equal to twice the Base Rent and subject always to all of the other provisions of this Lease insofar as the same are applicable to the month-to-month tenancy and a tenancy from year to year will not be created by implication of law.

6.2 Notices

Any notice required to be given hereunder by any party shall be deemed to have been well and sufficiently given if mailed by prepaid, registered mail, emailed, faxed to or delivered at the address of the other party hereinafter set forth:

If to the Landlord:

535644 Yukon Inc.
42 Dawson Road
Whitehorse, YT Y1A 5T6
Attention: Fraser Smith
Email Address: fraser@northernclimate.com

If to the Tenant:

The City of Whitehorse
2121 Second Avenue
Whitehorse, Yukon Territory, Y1A 1C2
Attention: Manager, Operations
Email Address: operationsadmin@whitehorse.ca

A notice shall be deemed to have been received, if delivered, on the date of delivery and if mailed as aforesaid then on the fifth business day following the posting thereof, provided that in the event of disruption of internet connection or postal services a notice shall be given by one of the other methods of communication.

6.3 Destruction or Damage to Premises.

If during the Term or any renewal thereof the Premises or the Building shall be destroyed or damaged by any cause whatsoever the following rules shall apply:

- a) If the Premises are unfit in part for occupancy by the Tenant the rent shall abate in part only in the proportion that the Premises are unfit; or
- b) If the Premises are wholly unfit for occupancy by the Tenant the rent shall be suspended until the Premises have been rebuilt, repaired or restored.

7. PARKING

The Tenant shall have full and unfettered discretion in assigning and restricting use of all parking that form part of the Premises.

8. TENANT IMPROVEMENTS

The Tenant will provide details of any planned improvements, alterations or significant changes to the Premises and obtain written permission from the Landlord before commencing any alterations, improvements or changes, which permission shall not be unreasonably withheld. The Landlord grants permission for certain improvements by entering this agreement including: removal of non-structural partitions and installation of a reception counter adjacent to the main entry; construction of an interior stairwell connecting the main floor and second floor; the installation of an additional enclosed office on the second floor; and the installation of all required equipment and cabling for the Tenant to connect to their private Fiber Optic Network.

9. LANDLORD IMPROVEMENTS

Prior to the Tenant's possession of the Premises the Landlord will provide a mechanical ventilation system to the Premises compressing a heat recovery ventilator integrated with the existing heating system in such a manner that follows accepted engineering practices and governing regulations, and will cause all other heating, cooling and ventilation equipment to be serviced and made ready for operation by the Tenant (the "Landlord Improvements").

10. HAZARDOUS MATERIALS.

The Tenant will not keep or have on the Premises any article or thing of a dangerous, flammable, or explosive character that might unreasonably increase the danger of fire on the Premises or that might be considered hazardous by any responsible insurance company.

11. LIABILITY INSURANCE.

The Tenant shall provide and maintain public liability insurance in the amount of three million (\$3,000,000.00) dollars for the protection against any claims in any way relating to the Premises, in which public liability insurance both the Landlord and the Tenant shall be designated as the insured, which policy shall provide that the same cannot be cancelled without at least 15 days prior written notice to the Landlord and the Tenant shall deposit with the Landlord a certificate of such insurance at or prior to the commencement of the Term and thereafter within 10 days following the renewal of any such policy.

12. ASSIGNMENT AND SUBLETTING

The Tenant will not assign this Lease, or sublet or grant any concession or license to use the Premises or any part of the Premises. An assignment, subletting, concession, or license, whether by operation of law or otherwise, will be void and will, at Landlord's option, terminate this Lease.

13. VACANT POSSESSION (SURRENDER OF PREMISES)

The Tenant shall at the expiration or earlier termination of this lease; peaceably surrender and deliver up vacant possession of the Premises in the condition as they were at the commencement of this Lease, reasonable use and wear are excepted.

14. DISTRESS (NON-PAYMENT)

If and whenever the Tenant is in default of payment of any money, whether hereby expressly reserved or deemed as rent, or any part of the rent, the Landlord may, without notice or any form of legal process, enter upon the Premises and seize, remove and distress against the goods and chattels of the Tenant it may use such force as it may deem necessary for that purpose and for gaining admittance to the Premises without being liable in any action in respect thereof, or for any loss or damage occasioned thereby and the Tenant hereby expressly releases the Landlord from all actions, proceedings, claims or demands whatsoever for or on account of or in respect of any such forcible entry or any loss or damage sustained by the Tenant in connection therewith.

15. RIGHTS OF RE-ENTRY

If the Landlord reenters the Premises or terminates this Lease then after reentry, the Landlord may terminate the Lease on giving 5 days written notice of termination to the Tenant. Without this notice, reentry of the Premises by the Landlord or its agents will not terminate this Lease.

16. ABANDONMENT

If at any time during the Term, the Tenant abandons the Premises or any part of the Premises, the Landlord may, at its option, enter the Premises without being liable for any prosecution for such entering and without becoming liable to the Tenant for damages, or for any payment of any kind whatever, and may, at the Landlord's discretion, as agent for the Tenant, relet the Premises, or any part of the Premises, for the whole or any part of the then unexpired Term, and may receive and collect all rent payable by virtue of such reletting, and, at the Landlord's option, hold the Tenant liable for any difference between the Rent that would have been payable under this Lease during the balance of the unexpired Term, if this Lease had continued in force, and the net rent for such period realized by the Landlord by means of the reletting. If the Landlord's right of reentry is exercised following abandonment of the premises by the Tenant, then the Landlord may consider any personal property belonging to the Tenant and left on the Premises to also have been abandoned, in which case the Landlord may dispose of all such personal property in any manner the Landlord will deem proper and is relieved of all liability for doing so.

17. UTILITIES, SERVICES, AND COMMON AREA UPKEEP

17.1 Utilities

The Landlord shall provide water, sewer and power to the Premises to the extent reasonably necessary for the Tenant to carry on its business. The Tenant shall provide all fuel oil to heat the Premises, along with electricity waste collection, telecommunications and security monitoring to the extent reasonably necessary for the Tenant to carry on its business.

17.3 Common Areas

The Landlord shall maintain the Common Areas and Facilities in good condition.

18. WAIVER

Any waiver by the Landlord of any failure by the Tenant to perform or observe the provisions of this Lease will not operate as a waiver of the Landlord's rights under this Lease in respect of any subsequent defaults, breaches or nonperformance and will not defeat or affect in any way the Landlord's rights in respect of any subsequent default or breach.

19. GOVERNING LAW

It is the intention of the Parties to this Lease that the tenancy created by this Lease and the performance under this Lease, and all suits and special proceeding under this Lease, be construed in accordance with and governed, to the exclusion of the law of any other forum, by the laws of the Yukon Territory, without regard to the jurisdiction in which any action or special proceeding may be instituted.

20. BINDING AGREEMENT

This lease shall be binding upon and enure to the benefit of the parties hereto and their respective successors and permitted assigns as the case may be.

21. TIME OF ESSENCE

Time shall be of the essence of this lease.

22. CHANGES TO AGREEMENT

No provision of this lease shall be deemed to have been changed unless made in writing signed by the Landlord and Tenant, and if any provision is unenforceable or invalid for any reason whatever, such unenforceability or

invalidity shall not affect the remaining provisions of this lease and such provisions of this lease and such provisions shall be severable from the remainder of this lease.

This Lease will constitute the entire agreement between the Landlord and the Tenant. Any prior understanding or representation of any kind preceding the date of this Lease will not be binding on either party to this Lease except to the extent incorporated in this Lease. In particular, no warranties of the Landlord not expressed in this Lease are to be implied.

IN WITNESS WHEREOF the parties hereto have hereunto executed this lease as of the day and year first above written.

THE CORPORATE SEAL OF)
535644 Yukon Inc.)
Was hereunto affixed)
In the presence of:)
)
)
)
_____)
Fraser H. Smith, President)
535644 Yukon Inc.)

CS

THE CORPORATE SEAL OF)
The City of Whitehorse)
Was hereunto affixed)
In the presence of:)
)
)
)
_____)
Mayor, Dan Curtis)
)
)
)
_____)
Assistant City Clerk)
Norma Felker)

CS

ADMINISTRATIVE REPORT

TO:	City Operations Committee
FROM:	Administration
DATE:	November 30, 2020
RE:	Contract Award – Waste & Cardboard Removal

ISSUE

Contract award for Waste & Cardboard Removal

REFERENCE

Request for Tender 2020-080 Waste & Cardboard Removal
Purchasing and Sales Policy
2021-2023 Operating Budget

HISTORY

A request for tender (RFT) was prepared to seek supply waste & cardboard removal services for four (4) locations: the Canada Games Centre, Takhini Arena, Mt. McIntyre Recreation Centre, and the Frank Slim building located at Shipyards Park.

The RFT for Waste & Cardboard Removal was advertised on the City's website and in local newspapers. The RFT documents were made available on October 9, 2020 via the City's e-procurement platform www.whitehorse.bonfirehub.ca.

The tender closed on November 3, 2020. One submission was received from PNW Waste Removal with a bid of \$109,383.25 not including GST, for a three-year term commencing January 1, 2021. Pricing was based on pick up schedule provided by the City.

ALTERNATIVES

1. Authorize Administration to award the contract as recommended
2. Refer the proposed award back to Administration for further analysis

ANALYSIS

The review of the bids by an internal review committee, which comprised personnel from the Recreation and Facility Services and Financial Services departments, included checking for completeness, mathematical errors, and proper tender security.

The review committee agreed that the bidder is familiar with the scope of work and has the knowledge and experience to complete the work successfully, and the prices submitted are reasonable.

Sufficient funds are available in the 2021-2023 Operating budget to complete this project.

ADMINISTRATIVE RECOMMENDATION

THAT Council authorize Administration to award the contract for the Waste & Cardboard Removal Services to PNW Waste Removal for a net cost to the City of \$ \$109,383.25 plus GST.

CITY OF WHITEHORSE
COMMUNITY SERVICES COMMITTEE
Council Chambers, City Hall



Chair: Dan Boyd

Vice-Chair: Jan Stick

November 30, 2020

Meeting #2020-25

-
1. New Trail Plan
Presented by Manager Landon Kulych
 2. New Business

ADMINISTRATIVE REPORT

TO: Community Services Committee
FROM: Administration
DATE: November 30, 2020
RE: Trail Plan Update 2020

ISSUE

Adoption of an updated Trail Plan for the City of Whitehorse.

REFERENCE

Proposed Trail Plan Update 2020 (attached)

HISTORY

Council approved 2020 capital budget to prepare a Trail Plan Update for City of Whitehorse. In February 2020, the City awarded LEES + Associates a contract to undertake the project through a competitive procurement process.

The Trail Plan update was developed through a five-phase process, which included background review and research, engagement, mapping, implementation items, and draft and final plan review. With a ten year-year horizon, the updated Trail Plan is a long range planning document that identifies strategic priorities and directs the City in future trails-related initiatives, policies, and actions.

The project included an extensive government, stakeholder and public engagement process. Over 1,500 members of the public shared their input and ideas with the City through an online survey and comment form, while an additional 15 stakeholder organizations, including government, First Nations, trail stewards and user groups participated in the planning process via one-on-one interviews. Input received through the engagement underscored the importance of the trail network as a valued asset and important part of community identity. In the public survey, 94% of respondents indicated that they use trails daily or weekly, and 92% reported that they frequently or always have satisfying experiences on the trail network.

The results of the engagement and background review informed the analysis of key trail issues and opportunities, the creation of a community vision statement, and ultimately the actions outlined in the Trail Plan update.

ALTERNATIVES

1. Approve the 2020 Trail Plan.
2. Refer the matter back to Administration for further consideration.

ANALYSIS

The 2020 Trail Plan update provides staff and Council with a point of reference that will help inform future decision-making, set priorities, and identify the resources that are required to manage the growing community's diverse trail needs. To this end, the Plan

identifies and recommends adaptive management strategies, trail improvements and growth opportunities.

The 2020 Trail Plan Update establishes a Vision, Guiding Principles and Strategic Directions for the Whitehorse trail network. These philosophical elements of the Trail Plan are intended to identify core values and beliefs that will inform all aspects of the City's management of the trail network.

The Trail Plan identifies 30 trails-related actions to manage, plan and maintain the Whitehorse trail network over the next ten years. These actions are presented under the themes: Trail Classification, Signage and Wayfinding, Education and Etiquette, Making Connections, Trail Policies and Bylaws, Management and Maintenance, and Stewardship.

All actions are accompanied by a summary of potential contributors and associated class D cost estimates for planning purposes. A number of the proposed costs/actions can be undertaken by existing staff with existing resources. Others are pending the availability of external funding or some form of partnership model.

Administration proposes that the Trail Plan be adopted as a guiding document, understanding that this status provides general direction from Council to Administration to proceed with subsequent processes, such as budget decisions and work planning, that may be required for specific recommendations of the Trail Plan to be implemented.

ADMINISTRATIVE RECOMMENDATION

THAT Council adopt the 2020 Trail Plan as a guiding document.



City of Whitehorse

Trail Plan



LEES
+
ASSOCIATES

Final Plan

November 2020

CONTACT INFORMATION:

509-318 Homer St, Vancouver BC Canada, V6B 2V2 | p: 604.899.3806

51 Wolsley St, Toronto ON Canada, M5T 1A4 | p: 416.645.7033

8 Boswell Crescent, Whitehorse YT Canada, Y1A 4T3 | p: 867.332.3806

info@elac.ca | www.elac.ca

ACKNOWLEDGMENTS

The development of this plan was guided by input from the following groups and individuals:

CITY STAFF

Marc Boulerice

Mike Ellis

Daniel Gjini

Landon Kulych

Jeff O'Farrell

Sabine Schweiger

Arbor Webster

Meagan Wilson

FIRST NATIONS

Kwanlin Dün First Nation

Ta'an Kwäch'än Council

STAKEHOLDER GROUPS

Alpine Club of Canada – Yukon Section

Active Trails Whitehorse Association

Contagious Mountain Bike Club

Klondike Snowmobile Association

Whitehorse Urban Cycling Coalition

Whitehorse Cross Country Ski Club

Whitehorse Walks

Yukon Climbing Access Society

Yukon Orienteering Association

THE CONSULTING TEAM

Heidi Redman, LEES+Associates

Ivy Smith, LEES+Associates

Thank you to those residents, members of the public, government and stakeholder groups who responded to the survey and participated in engagement events.

Table of Contents

1. Introduction	1
1.1 Purpose and Scope.....	3
1.2 How the Plan was Developed	4
2. Where Are We Now	5
2.1 Trail Network Overview	5
2.2 Current Supply.....	6
2.3 First Nations.....	8
2.4 Neighbourhood Trail Planning	9
2.5 Engagement Highlights	10
2.6 Trail Issues & Opportunities	12
3. Vision & Guiding Principles	15
3.1 Vision Statement	15
3.2 Guiding Principles	15
3.3 Strategic Directions.....	16
4. Action Plan	18
4.1 Theme 1: Trail Classifications	19
4.2 Theme 2: Signage & Wayfinding	22
4.3 Theme 3: Education & Etiquette	25
4.4 Theme 4: Making Connections	29
4.5 Theme 5: Trail Policies and Bylaws.....	34

4.6 Theme 6: Management & Maintenance35
4.7 Theme 7: Stewardship37

5. Plan Implementation39

5.1 Action Summary and Cost Estimates39

Glossary44

Appendices.....46

- Appendix A | Existing Trail Network Map
- Appendix B | Neighbourhood Trail Plan Maps
- Appendix C | Sample Trail Etiquette Guides
- Appendix D | Best Management Practices in ESAs
- Appendix E | Cost Estimates

COMPANION DOCUMENTS

- Trail Plan Background Report
- What We Heard Report





Figure 1 City of Whitehorse Trails (Photo: Ben Horowitz)

1. Introduction

The City of Whitehorse trail network is located on the Traditional Territories of the Kwanlin Dün First Nation and Ta'an Kwäch'än Council. The trail network is a highly valued asset of the City's open space system, and an important part of the community's identity. The trail network provides recreational opportunities as well as active transportation connections within the City. Much has evolved since the City's first trail plan in 1997, including major updates in 2007 and 2012, and subsequent neighbourhood trail planning initiatives.

The current trail inventory is estimated to include over 850 km of mapped trails within municipal boundaries (see Appendix A – Existing Trail Network Map). The network includes a full range of trail types from paved trails, double track trails, natural surface single-track trails, old roads and hinterland trails that provide year-round trail experiences for residents and tourists. The network allows trail users a multitude of experiential options that reflect the area's unique wilderness setting and promote the City's natural and cultural heritage.

With one of the most extensive municipal trail systems in North America, Whitehorse citizens highly value the trail network, and are committed to its preservation, use and enjoyment.

This Trail Master Plan update is a critical task to ensure that Whitehorse area trails continue to be developed and managed to the highest standards of user enjoyment and sustainability. The Plan outlines what we have, where we want to go, and how to get there, to ensure a shared vision for the trail network that we can all be proud of.

Benefits of Trails:

Health Benefits – Trails promote physical activity, providing physical and mental health benefits, and reducing risk of disease.

Community Social Benefits – Trail networks connect community and provide locations for local trail focused events.

Environmental Benefits – Trails promote alternative modes of travel like walking and biking as opposed to driving, thereby reducing air pollution and greenhouse gas emissions.

Economic Benefits – Trails in the City support the local economy through promotion of tourism, connecting the community to local businesses, and increasing property values.

Trends in Trail Use:

Changing Demographics – A projected increase in population in the Yukon may increase the demand for and usage of the trail network and infrastructure.

Tourism – Whitehorse is a popular destination for visitors from across Canada and the world. Adventure tourism is becoming a major draw to Whitehorse and the trail network plays a significant role in supporting trails-based tourism.

Diversifying Users and Activities – Activities such as mountain biking, cycling for recreation, horseback riding, motorized trail use, walking and hiking continue to increase in popularity – highlighting the importance of planning and managing for diverse use of trails. Emerging trail activities such as e-biking also need to be considered when planning for the future.

Accessibility – Providing safe, accessible options for all to walk, cycle or wheel on the trails will be increasingly important to support older adults, families with young children and those with mobility constraints. Ensuring accessible options is not only important for residents but also for visitors.

Access to Nature – There is a growing awareness and concern about climate change, water quality, species decline, and other environmental issues having an effect on peoples' perceptions and behavior. These topics are being incorporated into school curricula and many schools are getting children outdoors to learn.

Climate Change – The north is experiencing climate change effects that contribute to wildfire risk, extreme weather events, and changing weather patterns. Climate change is impacting seasonal trail use and trail maintenance.

Social Isolation – Social isolation is increasing and vulnerable populations are at risk. Trails and related infrastructure can help to bring the community together.

1.1 Purpose and Scope

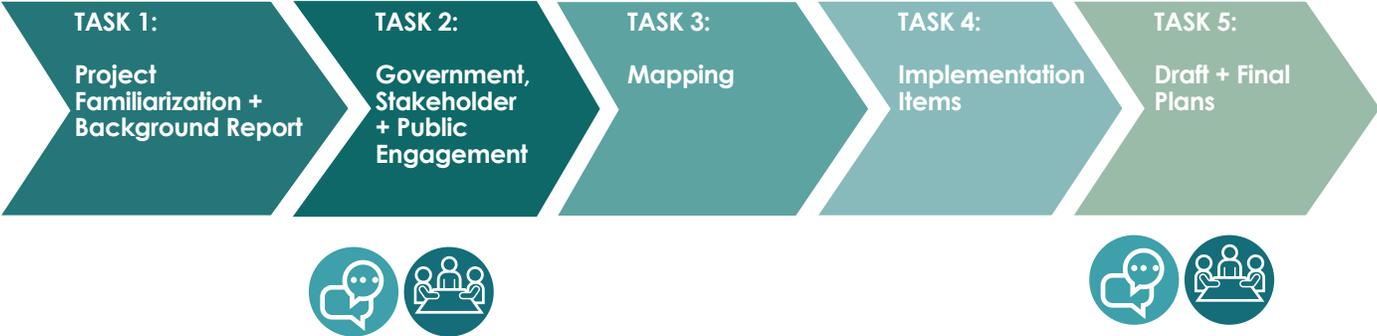
Guided by input from government, First Nations, the public and stakeholders, the purpose of this project was to develop a Trail Plan that directly benefits trail users and the community through a shared vision. As a long-range planning document, the Trail Plan identifies strategic priorities to direct the City in future trails-related initiatives, policies, and actions spanning the next ten years. Although some trails within the network serve both recreation and transportation functions, a comprehensive, long-term vision for active transportation within the City is addressed in the 2018 Bicycle Network Plan, and is outside the scope of this plan.

Key areas addressed in the Trail Plan include:

1. Establish a community vision for the Whitehorse trail network;
2. Build upon and integrate existing policies, bylaws, management plans, memoranda of understanding and safety documents;
3. Conduct a meaningful engagement process with government, First Nations, stakeholders and the public;
4. Identify key issues and opportunities for the existing trail network;
5. Improve connectivity between neighbourhoods and community amenities;
6. Explore opportunities to increase recreational uses and active transportation;
7. Identify opportunities for new trail development and growth;
8. Propose a concept for developing a standardized trail classification and permitted use system;
9. Recommend updates to conflict resolution policies and procedures;
10. Outline strategies for developing an extensive inventory of trails, amenities and wayfinding signage;
11. Mitigate impacts on environmentally sensitive areas through thoughtful planning processes, and
12. Provide a long-term plan containing practical and innovative recommendations that ensures the success of future trail planning and management initiatives.

1.2 How the Plan was Developed

The trail planning process included the following five tasks:



Task 1 – Project Familiarization and Background Report – Task 1 involved confirming project objectives, outcomes, schedule and preparing the community engagement plan. Background data gathered and reviewed during this phase is summarized in the Trail Plan Background Report. The background report includes a summary of benefits and trends in trail use, available trail counts, and a review of relevant policy and planning documents.

Task 2 – Government, Stakeholder and Public Engagement – The first round of engagement included opportunities for feedback from government, First Nations, internal and external stakeholders, and the general public through a public survey and one-on-one interviews. Engagement input is summarized in Section 2.5, and in the What We Heard report.

Task 3 – Mapping – Task 3 involved reviewing and consolidating existing map resources for trails currently adopted into the City’s Trail Maintenance Policy. A consolidated map of City Priority Trails was provided under separate cover.

Task 4 – Implementation Items – A key part of the Trail Plan is a series of actions that are within municipal jurisdiction and consistent with the City’s existing trails policy framework. Actions are outlined in Section 4. The implementation plan (Section 5) summarizes actions, potential contributors and estimated costs.

Task 5 – Draft and Final Plans – Information compiled during the first four tasks was compiled into a Draft Trail Plan (75%) which was presented to project stakeholders, government, First Nations and the general public for feedback, with a final version presented to Council for adoption as a guiding document.

2. Where Are We Now

2.1 Trail Network Overview

The City of Whitehorse has an extensive and diverse trail network that has evolved over time for the use and enjoyment of both residents and visitors. The network of trails within City of Whitehorse municipal boundaries is estimated to include over 850 km of mapped trails, based on available geographic information system (GIS) data. The trail network is comprised of paved trails, natural surface single and double track trails, hinterland trails and old roads used in all seasons. A description of existing trail types and trail counter data is included in the Trail Plan Background Report.

Appendix A (Existing Trail Network Map) provides an overview of the existing trail network overlaid with key land uses, geographical features and neighbourhoods.

The Whitehorse trail network offers a wide range of trail experiences to a variety of users. The network currently supports a variety of non-motorized and motorized uses. Trail uses, shown in the order of popularity as reported on the Trail Plan public survey, include:

Trail Uses:

- Walking, hiking (97%)
- Mountain biking (63%)
- Dog walking (62%)
- Cycling (56%)

Trail Counter Data

City of Whitehorse trail counter data from the Rotary Centennial Bridge shows the Millennium Trail receives around 100,000 users a year.

-
- Trail running (50%)
 - Cross-country skiing (54%)
 - Birdwatching, wildlife viewing (30%)
 - Fat biking (26%)
 - Snowshoeing (25%)
 - Snowmobiling (19%)
 - All terrain vehicle (ATV) (18%)
 - Dirt biking (9%)
 - Orienteering (8%)
 - Kick-sledding (7%)
 - Skijoring (6%)
 - E-biking, e-scooter (5%)
 - Horseback riding (2%)

2.2 Current Supply

There is not a definitive way to establish whether a community has an adequate supply of trails; it depends on the values, wants and needs of the community. However, metrics include assessments of the amount of trails per capita, comparisons to other communities, and whether residents can easily access trails from their homes. This sections provides a brief analysis and discussion of these metrics.



Figure 1 Trail along the Yukon River

Trails Per Capita

The network of trails within City of Whitehorse municipal boundaries is estimated to include approximately 850 km of mapped trails, based on available GIS data. Review and consolidation of current City of Whitehorse GIS data is ongoing.

Based on this estimate of mapped trails, the City has approximately 33.9 km of trails per 1,000 residents based on population estimates (Statistics Canada, 2016). This provision of trails is higher than the Canadian average which, in 2018, was a median of 0.9 km per 1,000 residents (Yardstick, 2018). The City's provision of trails is similar to that of Whistler, BC (35.6 km per 1,000) a community broadly recognized for its trails and their associated outdoor recreation, tourism and active transportation uses. It should be noted, that many municipalities do not use these types of quantity standards because the amenities and quality of trails play an equal, if not more important, role in meeting community needs. This metric is provided as a reference point for understanding how the City's supply of trails fares relative to national norms.

In the Trail Plan public survey, 84% percent of respondents reported living less than 5 minutes (or 400 metres) from a trail suggesting a reasonable distribution of trails throughout the municipal boundaries.

City Trails

The City is responsible for specific trails within the network that meet established criteria and have been adopted into the City's Trail Maintenance Policy. These trails are maintained to an identified level of service on a priority basis. Priority A (Type I Trails) receive the highest level of maintenance, while Priority D (hinterland trails) are not inspected. Currently, the City maintains the following length of trails:

PRIORITY RATING	LENGTH OF TRAIL
Priority A Trails	19 km
Priority B Trails	59 km
Priority C Trails	155 km
Priority D Trails	0 km
TOTAL	233 km

Table 1 Trail Lengths by Priority Rating

Additional information on the existing trail network is summarized in the Trail Plan Background Report.

2.3 First Nations

The City of Whitehorse trail network is located on the Traditional Territories of the Kwanlin Dün First Nation (KDFN) and Ta'an Kwäch'än Council (TKC), for whom trail use is an important part of the traditional way of life. Many trails in the area, such as the Yukon River Trail, were originally First Nations trails and routes. The importance of historic aquatic trails is also acknowledged. First Nation citizens continue to use the area's trails today in a variety of ways.

Both the Kwanlin Dün First Nation and Ta'an Kwäch'än Council are significant landowners within the City of Whitehorse municipal boundaries.

3.2.1 CURRENT TRAIL USE AND MANAGEMENT

The City of Whitehorse and the Kwanlin Dün First Nation work together through a Memorandum of Understanding for Trail Management and Planning which outlines general management for City-adopted trails located on KDFN Settlement Land parcels. A number of well-used City trails are situated on Settlement Lands providing a significant contribution to the municipal trail network.

With a growing population and increasing participation in outdoor recreation, many informal trails on Settlement Land parcels are seeing increased use. The Kwanlin Dün First Nation and Ta'an Kwäch'än Council are actively assessing the impacts of unauthorized trail use and looking at management measures to encourage appropriate use and mitigate cumulative environmental impacts.

As large landowners within the City of Whitehorse, Ta'an Kwäch'än Council and Kwanlin Dün First Nation will play a key role in future land development. Collaboration between the Kwanlin Dün First Nation, Ta'an Kwäch'än Council and the City of Whitehorse regarding trail management and planning activities is integral to ensuring the overall sustainability of the trail network, promoting wildlife, heritage and cultural values, and fostering a cooperative relationship between all trail users and landowners.

First Nations Settlement Lands and Trails

Settlement Lands are owned and managed by Yukon First Nations as identified in each First Nation's Final Agreement. Settlement Lands are protected under land claim legislation to allow a First Nation to oversee their traditional lands to carry out on-the-land activities, protect important harvesting areas and cultural sites and allow for future development. The Kwanlin Dün First Nation and Ta'an Kwäch'än Council have Settlement Lands located within Whitehorse and adjacent to the City boundary. There are a number of well used City trails located on Settlement Lands which provide significant community benefit.

2.5 Engagement Highlights

The Trail Plan included two rounds of engagements which received a high level of attention from the public. In total, over 1,520 individuals and organizations provided input to the Trail Plan.

In Task 2, initial Trail Plan engagement was conducted in order to understand the public's needs and demands for trails, and vision for the future. Engagement tools included:

- Online Public Survey available from May 5 – May 26, 2020 (1,415 responses)
- One-on-one interviews with government partners, First Nations, trail user groups, and stakeholders, May 25 – June 11, 2020 (15 interviews)

In Task 5, the Draft Trail Plan was presented for feedback. Engagement tools included:

- Public Online Comment Form available from September 18 – October 9, 2020 (78 responses)
- One-on-one interviews with government, First Nations, trail user groups, and stakeholders, September 28 – October 8, 2020 (8 interviews)

How we reached out:

- A list of internal and external stakeholders with an interest in the project was compiled. A total of 40 organizations (including trail user groups, community interest groups, and community associations) were contacted by email with a copy of the Trail Plan Fact Sheet, an invitation to complete the public survey, and a request to get the word out to their organization's members and others in their networks.
- The City website was used as a primary information sharing tool. During Task 2 it was updated with information about the project objectives and planning process through a project Fact Sheet, and link to the public survey. During the Draft Trail Plan review (Task 5), the website was updated with the draft Background Report, What We Heard, draft Trail Plan, Trail Plan Summary, and link to an online comment form.
- Information was distributed via social media and news releases on the City website.

Government, First Nations and Stakeholder Interviews

- Kwanlin Dün First Nation
- Ta'an Kwäch'än Council
- Contagious Mountain Bike Club
- Klondike Snowmobile Association
- Whitehorse Cross Country Ski Club
- Active Trails Whitehorse Association
- Alpine Club of Canada – Yukon Section
- ElderActive Recreation Association
- City of Whitehorse Trail Crew Leader
- City of Whitehorse Senior Planner
- City of Whitehorse Environmental Coordinator
- Whitehorse Urban Cycling Coalition
- Whitehorse Walks
- Yukon Climbing Access Society
- Yukon Orienteering Association

Trails in Whitehorse: What We Heard

A Sampling of Comments from the public survey:

"Whitehorse has a great trail system and I would like the City to improve information on trails."

"So long as e-bike riders know and follow etiquette and dog owners do the same, I think we can all get along!"

"The off-road trail network is so impressive but the in-town (commuting) network needs some work."

"I would like to see good trail connections between all neighborhoods."

"Trail etiquette at trailheads would be huge."

"Whitehorse trail system is awesome already..world class. Lets keep them that way."

"Keep up the good work. More development of heritage/cultural interpretation, and partnerships with First Nations."

KEY FINDINGS FROM THE PUBLIC SURVEY (MAY 2020):

- The most popular trail activities for survey respondents were walking/hiking (97%), mountain biking (63%) and dog walking (62%).
- The most noted reason for using trails was to exercise (95%).
- Survey respondents were generally satisfied with their trail experiences (92%), trail maintenance (80%), and trail management (65%).
- The most frequent conflicts noted by survey respondents on trails were associated with dog walking activities (12%) and motorized vehicle use on trails (10%).
- "Improving trail connections between neighbourhoods" (57%), "Developing new trails" (46%), and "Improving existing trails" (37%) were top priorities for future improvements to the Whitehorse trail network.
- "Increasing active transportation opportunities," (66%) "improving trail connections between neighbourhoods and community amenities," (63%) and "improving local trail connections" (52%) were top priorities for future trail development in Whitehorse.

KEY FINDINGS FROM THE DRAFT PLAN REVIEW (OCT 2020):

- Most respondents (67%) indicated that they either support or strongly support the Draft Trail Plan.
- There were mixed opinions amongst respondents on whether the focus of the plan should be to improve existing trails or expand the trail network.

Other highlights from the online public survey follow in Figure 2. Refer to the What We Heard report for a full summary of engagement results and tools.

2.6 Trail Issues & Opportunities

Through the background review, one-on-one interviews and public survey, a set of key trail issues emerged. These are summarized below under the headings: strengths, issues and concerns, and opportunities.

2.6.1 STRENGTHS

- Trails receive a high level of care and maintenance
- Most residents have access to trails within five minutes from home
- Incredible variety and number of recreational trails
- The City has a dedicated trail crew
- Trails offer access to the City's unique landscapes
- Trails can be used year-round, trails see significant winter trail use

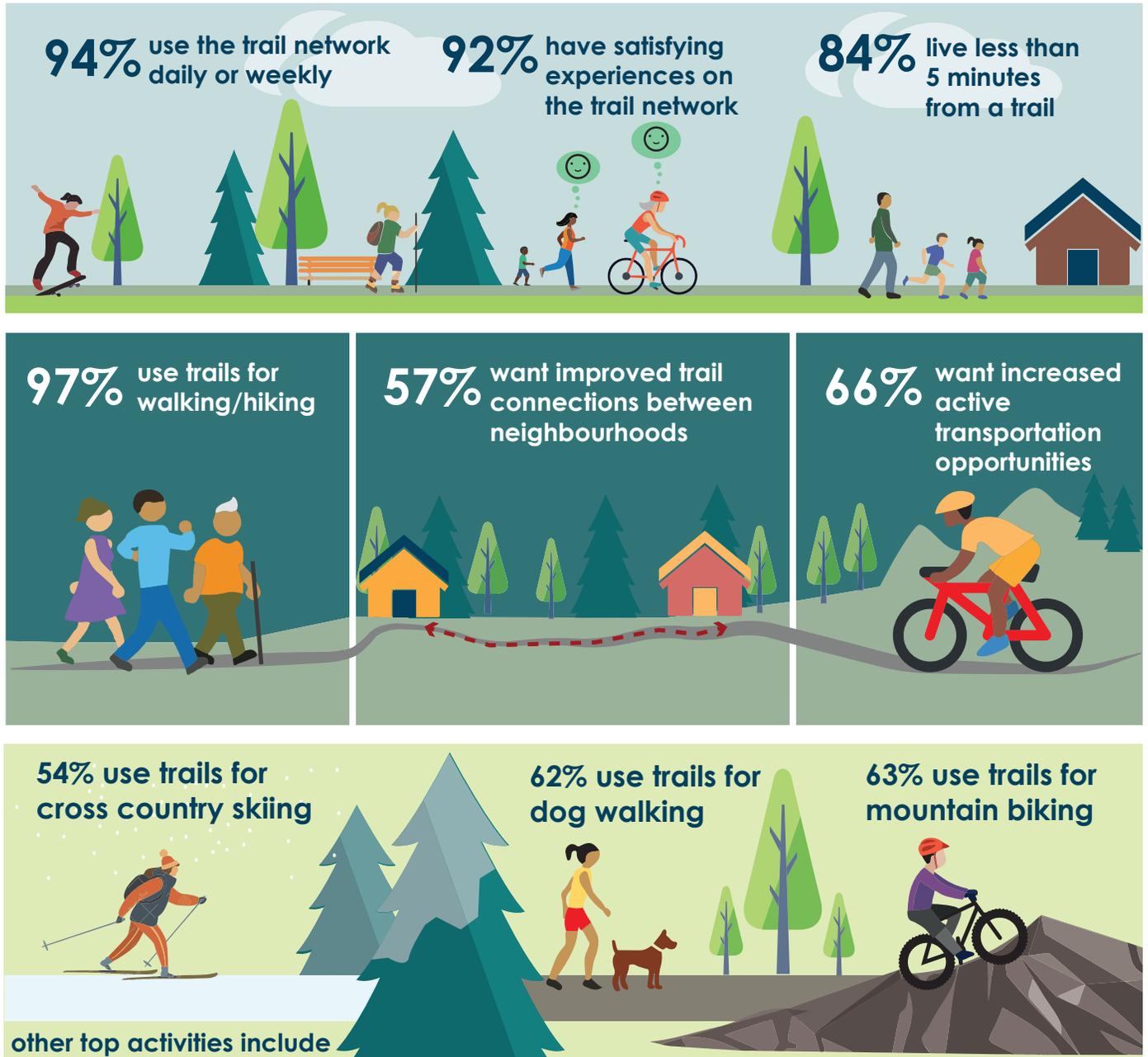
2.6.2 ISSUES AND CONCERNS

- The Type 1 trail network has significant gaps and is inconsistent in its quality
- More education and etiquette is needed around shared use
- Increasing numbers of trail users can result in environmental impacts and conflict on some trails
- The trail development application process could be streamlined
- There is inappropriate trail use occurring on Settlement Lands
- Climate change is impacting seasonal trail use and trail maintenance
- The City has a large trail network with limited resources

2.6.3 OPPORTUNITIES

- Improve connections between neighbourhoods
- Expand heritage and cultural interpretation
- Enhance collaboration with First Nations on trail planning and management
- Recognize and celebrate First Nations traditional trail names and heritage routes
- Incorporate wildlife and heritage values
- Ensure the trail network is integrated with future residential developments
- Identify loop trails that connect points of interest
- Update mapping and information sharing

CITY OF WHITEHORSE TRAIL PLAN



* from Trail Plan online survey May 2020

Figure 2 Highlights from the Trail Plan online public survey, May 2020.



3. Vision & Guiding Principles

3.1 Vision Statement

“Whitehorse will have a diverse, sustainable and accessible trail network valued as a primary community asset. A well-connected, high quality network of trails will contribute to a livable, attractive, sustainable and resilient northern community.”

3.2 Guiding Principles

To implement the vision, the actions in this plan are informed by the following guiding principles:

BENEFITS FOR OUR COMMUNITY

The trail network provides a suite of health, social, environmental and economic benefits to our community. A diverse trail network that supports a variety of trail users and activities helps deliver these benefits to both residents and visitors.

ENVIRONMENTAL AND CULTURAL STEWARDSHIP

Trails must reflect environmental sustainability and cultural stewardship. The Trail Plan and subsequent trail planning and management must maintain the integrity of our natural environment, advance the City's commitment to address climate change, and respect cultural and heritage values. Trails provide opportunities to foster understanding and appreciation of the City's unique natural environment, culture and heritage.

TRAILS AS CITY INFRASTRUCTURE

Trails are a vital component of the City's recreational and active transportation infrastructure. The trail network provides quality recreational experiences and a means to enjoy proximity to nature, scenery, viewpoints, and access unique natural or other features. Trails also provide safe and accessible transportation alternatives to connect to key destinations within the City.

EQUITABLE ACCESS

Trails are a valuable City resource and should provide an inclusive environment, welcoming users of varying ages and abilities to enjoy the benefits of the trail network.

COMMUNITY ENGAGEMENT

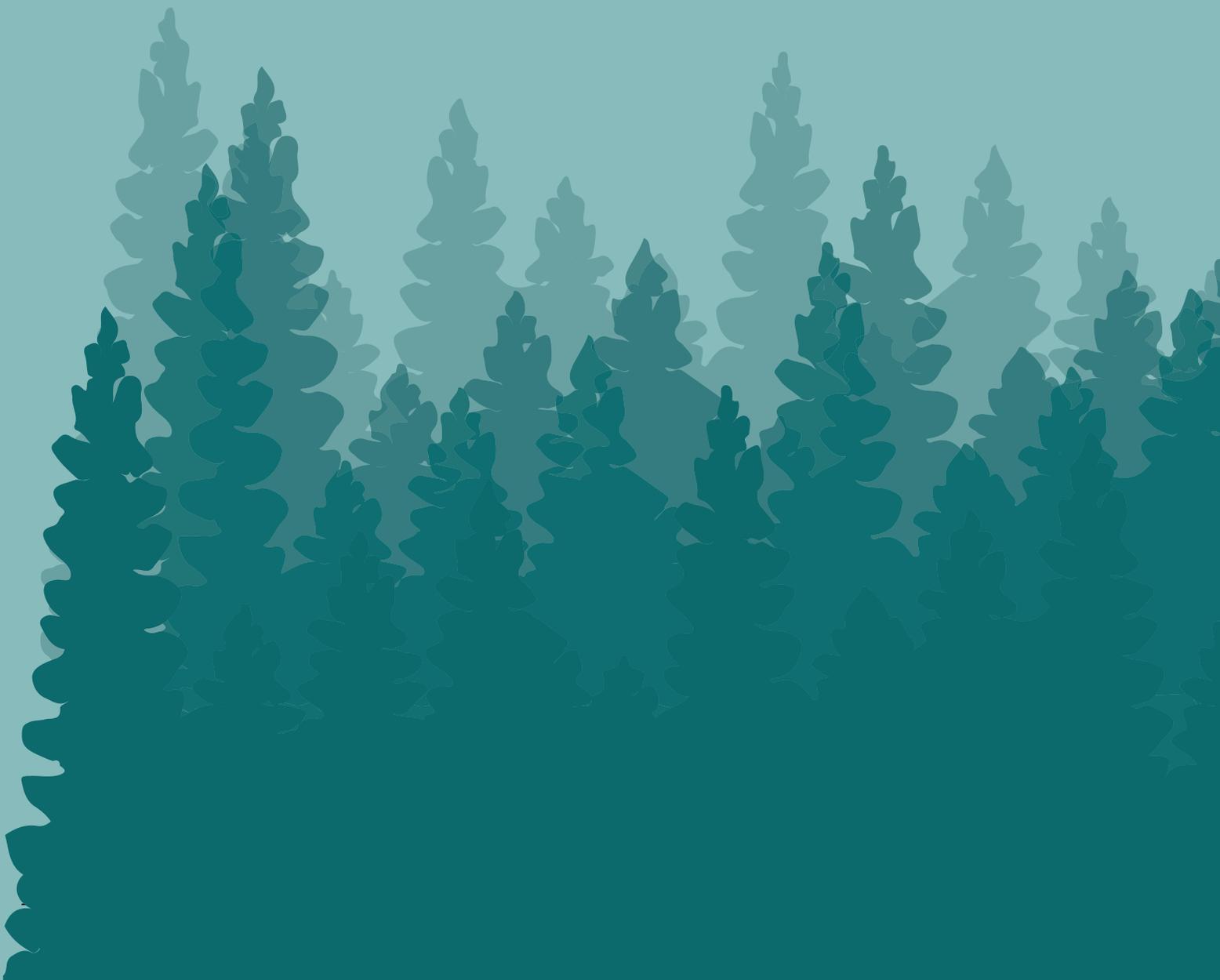
Community involvement, throughout the planning, management, construction and maintenance of trails is important to ensure the long-term success of the trail network and protection of environmental, cultural and heritage values. Continued trail stewardship and volunteer participation is encouraged, complementing City resources and helping to provide high quality trails.

PARTNERSHIP AND COLLABORATION

A successful trail network requires input from users through a collaborative approach rooted in equality, fairness and diversity. This includes collaboration with other levels of government, First Nations, trail stewards, and trail user groups on trail planning and management.

3.3 Strategic Directions

1. Strategic Direction #1 – Work collaboratively with local First Nations to ensure that the trail network respects its place on their Traditional Territories.
2. Strategic Direction #2 – Maintain levels of service on priority trails through investment in trail maintenance and stewardship.
3. Strategic Direction #3 – Strengthen collaboration with stewards and partners on trail planning and management.
4. Strategic Direction #4 – Develop trail interpretation and experiences that foster appreciation of our community's unique natural and cultural heritage.
5. Strategic Direction #5 – Prioritize investment in existing trails and new trail developments that promote inclusion and access to a well connected, high quality trail network.



4. Action Plan

This section identifies 30 trails-related initiatives and actions to improve the City of Whitehorse trail network over the next 10 years. The recommendations are presented under the following seven themes which emerged through the background review, interviews and public engagements:

Theme 1: Trail Type Classification

Theme 2: Signage and Wayfinding

Theme 3: Education and Etiquette

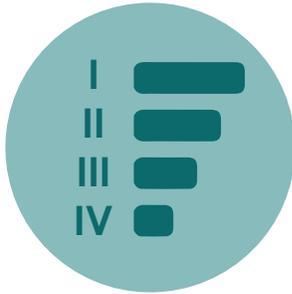
Theme 4: Making Connections

Theme 5: Trail Policies and Bylaws

Theme 6: Management and Maintenance

Theme 7: Stewardship

The recommendations are not presented in order of priority, as many can happen concurrently. The Implementation Plan in section 5 includes a summary of actions, potential contributors and associated cost estimates.



4.1 Theme 1: Trail Type Classification

Action #1: Update relevant policies and bylaws to reflect the Trail Classification system

The City currently uses a trail classification system as described in the Trail Maintenance Policy, which outlines four general trail types (I to IV). Type I Trails function for both recreation and transportation, and receive the highest amount of traffic. Type IV Trails are low impact trails that experience low levels of use.

The trail classifications identify surface type and width, typical use, typical trail features and amenities. These trail types are referred to throughout the actions in this plan.

It is recommended that the City continue use of the existing trail classification system with expanded definitions as outlined in Table 1. Additional trail type guidelines are proposed to ensure consistent trail design treatments based on existing and anticipated uses, and to align with the City of Whitehorse Type 1 Trail Design Guidelines (Draft 2020).

In addition, each segment of a trail type can also be identified with a difficulty rating (Table 2). This allows users, including residents and visitors, to easily assess if a trail is suitable for their skill level and desired experience.

The trail type and rating classification systems are adapted for the City of Whitehorse based on input and experience, and a review of applicable trail standards including Parks Canada, the International Mountain Bicycling Association (IMBA), the Whistler Trail Standards and the District of Squamish.

TRAIL DESIGNATIONS

Trails in the City's trail network accommodate a range of uses. In a small municipality with limited resources, multiple use trails can best accommodate the needs of the most users.

Depending on their designation, Type I, II and III trails may be open to only non-motorized uses or allow a mix of non-motorized and motorized uses.

Definitions for terms used in the trail classifications can be found in the Glossary.

Trail Type	Type I	Type II	Type III	Type IV
Function	Primary Recreation/ Transportation Trails	Secondary Recreation/ Transportation Trails	Recreation Trails	Hinterland Trails
Description	Double-track	Single-track and double-track	Single-track and double-track	Single-track and double-track
Surface Type	Paved with asphalt or chip seal	Surfaced with compacted aggregates	Unsurfaced	Unsurfaced
Tread Width	3-4 metres	Up to 1 metre (single-track), 2 metres (double-track)	50-70 centimetres (single-track), up to 2 metres (double-track)	30-50 centimetres
Gradient	Max 5% (8% over short distances)	Max 10% (15-20% over short distances)	Max 15% (20-25% over short distances)	n/a
Typical Use	Walking and cycling with limited motorized use	Walking and cycling with limited motorized use	Hiking and mountain biking with limited motorized use	Hiking and mountain biking
Typical Signage	Trailhead and en route signage where appropriate	Trailhead and en route signage where appropriate	Trailhead and en route signage where appropriate	n/a
Typical Markers	Difficulty and distance markers where appropriate	Difficulty and distance markers where appropriate	Difficulty and distance markers where appropriate	n/a
Difficulty Rating	Easiest (white circle)	Easy (green circle)	Ranges from easy (green circle) to most difficult (double black diamond)	Ranges from challenging (blue circle) to most difficult (double black diamond)
Example	Millennium Trail		Birch Loop	Grey Mountain Ridge Trail

Table 2 Trail Type Classifications



	White Circle (Easiest)	Green Circle (Easy)	Blue Square (Challenging)	Black Diamond (Difficult)	Double Black Diamond (Most Difficult)
Definition	Easy, fully accessible trail	Easy, mostly accessible trail	Moderate trail	Advanced trail	Expert trail
Descriptions	Fairly wide and flat	Gentle climbs and easily avoidable obstacles	Some steeper slopes and/or obstacles	Longer, steeper slopes, loose surfaces, more numerous obstacles	Many challenging obstacles, high risk level
Typical Trail Type	I-II	II-III	III-IV	III-IV	III-IV
Recommended Experience	Little or no experience required	Little or no experience required	Some experience recommended	Advanced, expert users	Expert users only

Table 3 Trail Difficulty Ratings

4.2 Theme 2: Signage & Wayfinding

Signage and wayfinding are crucial aspects of any trail network as they provide important information to trail users about route options, yield hierarchy, explicitly list rules and etiquette, and add to the safety and enjoyment of the trail experience. A clear and legible signage and wayfinding system helps ensure that residents and visitors use the trail network safely and appropriately. Trail signage is also a low-cost management strategy that can help reduce maintenance requirements over time and mitigate human impact on sensitive natural environments.

A successful signage and wayfinding system will not only transfer vital information to the public. It is also a community and tourism asset and an opportunity to celebrate the City of Whitehorse's spectacular natural setting, unique cultural and heritage resources, and location within the Traditional Territories of Yukon First Nations.

The City has an established signage and wayfinding hierarchy of trailhead kiosks, signposts, en route markers and interpretive signage that has largely consistent design features such as the shape, style and materials. However, signage is not consistently implemented across the trail network. The government, stakeholder and public engagement input highlighted a desire for additional information, wayfinding and interpretive signage, updated mapping, and integration of Indigenous languages and traditional place names reflected in signage and wayfinding.

Action #2: Integrate Indigenous languages and place names into the trail network in partnership with First Nations

Collaborate with the Ta'an Kwäch'än Council and Kwanlin Dün First Nation on opportunities to develop heritage and cultural interpretation and wayfinding trail signage on trails across the City to increase awareness of their Traditional Territories. Prioritize opportunities to reclaim Indigenous place names and integrate Indigenous languages on signage within the trail network, especially within the Yukon River Corridor, while respecting the sensitivity of cultural values. Consider where sites along trails can be enhanced with images and stories where appropriate to support learning



Trail Etiquette:

Use trail etiquette messages that focus on positives - lists of "Don'ts" are condescending and do not encourage good behaviour. Specify "Do's" and focus on a positive trail experience for all.

Map Standards:

Ensure all trail maps include:

- Title,
- Legend,
- North arrow,
- Scale,
- Date,
- Map credits.

and language revitalization. Work with local First Nations to develop interpretive locations and content. These may represent waterfront heritage and cultural sites, former settlement sites and places of displacement. Sites within the trail network of particular significance may include: the area from Kwanlin (Miles Canyon) to Canyon City and the White Horse Rapids (which had First Nation trails and a seasonal fish camp), the Robert Service Campground (traditionally used as a fish camp and village site), and waterfront lands including Whiskey Flats, Shipyards, Moccasin Flats and Sleepy Hollow.

Action #3: Update print and web-based trail maps

Update and add to trail maps and brochures available on the City website, including:

- An updated Motorized Use Trail Map (see Action #19)
- Final Neighbourhood Trail Plan Maps
- Loop trail maps and information
- Age-friendly trail guide
- Information regarding Great Trail (Trans Canada Trail) routes within the City

Update maps after key phases of trail improvements or new trail developments are completed.



Figure 3 Interpretive Signage in English, French and Southern Tutchone on the Tán Tágà Shro Trail at Wolf Creek Campground

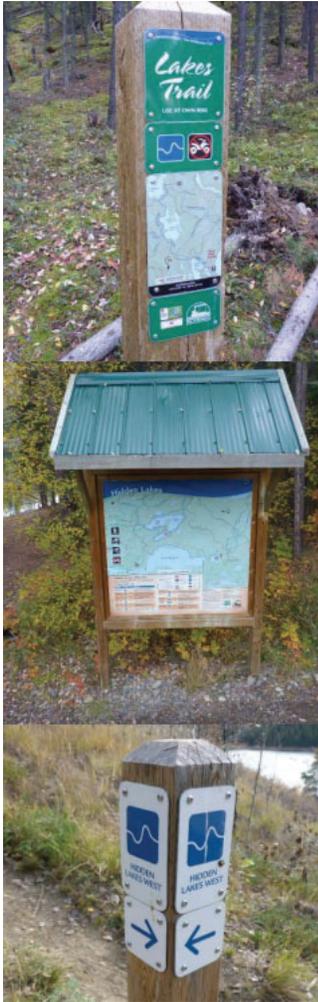


Figure 4 Examples of existing trailhead and trail network signage



Figure 5 Trail sign post with Settlement Land information (Photo: CMBC)

Action #4: Implement a trail mapping system

City Priority Trails, as defined in the Trail Maintenance Policy, were consolidated in the City's GIS system as part of the Trail Plan. The intent is to have a consistent and accurate digital mapping system that facilitates management and maintenance tracking.

Trail mapping in GIS should be maintained and expanded, leveraging GIS data where it already exists. The current database of existing trails has been sufficient for assessing the network and developing recommendations, however, the data needs to be verified, consolidated and updated over time as new trails are added to the network. Where possible, make digital GIS files available to the public.

Action #5: Ensure City trail maps show First Nations lands

In collaboration with local First Nations, ensure Kwanlin Dün First Nation and Ta'an Kwäch'än Council Settlement Land parcels are identified on City trail maps, and in neighbourhood trail planning. This will support efforts to protect and preserve the cultural and environmental integrity of First Nations Settlement Lands.

Action #6: Install signs acknowledging City-adopted trails on Settlement Land

Notify trail users where City-adopted trails cross or lead onto Settlement Land parcel locations and provide acknowledgment of local First Nations through signage.

Action #7: Add interpretive signage that celebrates local heritage, wildlife, geology and environment

Dedicate interpretive routes and points of interest, installing interpretive signage to highlight significant wildlife values, environmental features, geology, and local heritage. Prioritize new interpretive signage along designated loop trails. The development of interpretive plans prior to implementing signage is encouraged.

Action #8: Continue marking of existing trails with signposts and en route markers

Build on the existing trail signage and wayfinding program by continuing to add trailhead kiosks, signposts and en route markers to existing trails within all neighbourhoods to improve trail network accessibility and enjoyment.



4.3 Theme 3: Education & Etiquette

Trail user education informs users of when to yield to other users, the importance of leaving no trace, and the harm that can be caused by activities such as dogs off-leash. It is the first and most effective strategy to promote responsible trail use, and address conflicts that may arise between different users on a trail.

In the Trail Plan public survey, the majority of survey respondents reported that they never or rarely have conflicts on trails.

Important Etiquette for People & Dogs on Trails

- Pick-up after your dog. If they poop, you must scoop!
- Keep your dog from disturbing other people and wildlife.
- Keep your dog within sight and under voice control.
- Ensure your pup has a license.
- Carry a leash and restrain your dog when required.

DOGS AND TRAIL ETIQUETTE

From those respondents indicating they have experienced conflicts, the most frequent reported conflicts on trails were associated with dog walking activities. Off-leash dogs were cited by 39% of respondents on the public survey as negatively impacting their trail experience. Specifically, respondents noted issues with off-leash dogs and dog waste. While this does not necessarily mean that off-leash dogs should be excluded from trails, it does suggest that actions need to be taken to improve trail etiquette and education among all trail users to reduce conflicts.

OTHER USER CONFLICT

Although the majority of trail users responding to the public survey reported having positive trail experiences, user conflicts can arise. User education and communications are the preferred and proactive course of action, rather than formal enforcement programs. Where trail compliance issues arise, targeted education and enforcement campaigns can be undertaken.

Action #9: Consider a “trail code of conduct/etiquette” with trail etiquette and safety information

Numerous jurisdictions have proven that conflicts on trails can be minimized by establishing codes of conduct and common trail etiquette. There are many examples of trail

etiquette guides and tools for the City to build from. Two notable examples include the Bridge River Valley “Trail Etiquette Guide” and the Outdoor Recreation Council of BC’s “Trail User’s Code of Ethics.” Copies are included in Appendix C. Whitehorse-adapted etiquette should be developed in collaboration with trail stewards, First Nations and user groups. Trail code of conduct/etiquette information should be available in trail guides, at special events and on the City website.

To yield concrete results, adoption of a trail code of etiquette should be supported by other key tools:

- Implement trail etiquette signage
- Involve trail stewards and user groups
- Include information on Settlement Lands in collaboration with First Nations
- Clearly designate trail uses
- Enforce regulations where possible
- Provide a phone number for the reporting of trail issues, vandalism or other concerns. This can help reinforce a sense of ownership and responsibility with the trail network.

Action #10: Utilize targeted public educational messaging around responsible trail use

Collaborative initiatives between Bylaw Services, Strategic Communications and Parks could include targeted campaigns such as:

- Leave no Trace education;
- Trail code of conduct/etiquette;
- Information on trail management, including the important role of trail stewards;
- Impacts of off-trail activity and dogs off-leash on wildlife and environmentally sensitive areas;

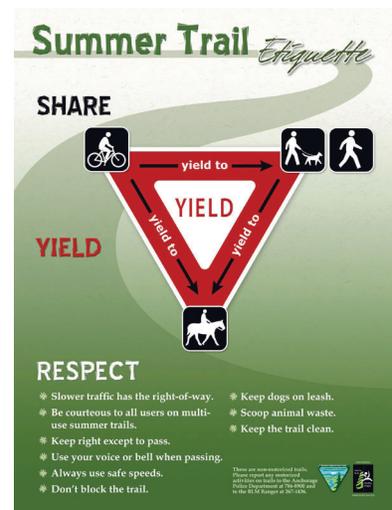


Figure 6 Examples of Trail Etiquette Signage

- Acknowledgment and educational information regarding stewardship of trails on Settlement Land, in collaboration with First Nations;
- Trail basics – promoting existing trails and accessible loops to new users and preparing them for their first trip, and
- Invasive species impacts, in conjunction with the Yukon Invasive Species “PlayCleanGo” initiative.

Involve local trail user groups, tourism agencies, and other appropriate community organizations in publicity programs. This could include a semi-annual publicity blitz at the beginning of the peak summer and winter recreation seasons, or in hot spot areas that have recurring trail compliance issues.

Action #11: Update and expand trail resources available on the City website

Expand use of the City of Whitehorse website as a portal for trail related information. Ensure the website includes:

- A centralized hub for trail maps, brochures, user group information, and related trail plans, policies, bylaws
- Links to trail related tourist information
- Trail code of conduct/etiquette
- Annual publication of trail counts on the website to highlight the success of key trails

Action #12: Highlight trail initiatives throughout the community

In collaboration with Strategic Communications provide communication updates to highlight trail initiatives throughout the community, such as City Trail Crew projects, approved trail development projects, and other trail related initiatives.



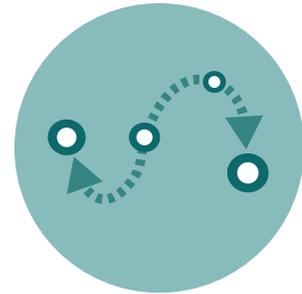
Figure 7 Spring Crocus on Long Lake Ridge Trail



Figure 8 Rotary Centennial Bridge on the Millennium Trail

4.4 Theme 4: Making Connections

This section highlights specific actions to upgrade existing trails, develop new trails, and improve linkages to key destinations. A well-connected trail network will further contribute to the use and enjoyment of trails for recreation, and encourage active transportation alternatives to personal vehicles. Actions in this section are supported, as noted, by other City plans.



TRAILS AND ACTIVE TRANSPORTATION

Type I Trails within the Whitehorse trail network serve both recreation uses and active transportation needs. The Riverfront Trail, with its high visual appeal and views, is an example of a trail used for both recreation and transportation purposes. While some key Type 1 Trail linkages are in place, many gaps exist in the active transportation network which are outside the scope of this plan. Where these dual recreation and transportation trail facilities are planned, they should be designed to serve people of all ages and abilities (AAA), as outlined in the City's Bicycle Network Plan and Type I Trail Design Guidelines.

Action #13: Establish Type I Trails connecting all neighbourhoods to downtown

Establish paved Type 1 trail routes connecting all existing neighbourhoods to the downtown core, as identified in the Bicycle Network Plan. Ensure a high standard of comfort, safety and convenience by implementing the Whitehorse Type 1 Trail Design Guidelines through the trail design and development process. Give early consideration to trails in the planning and design of new developments to ensure connections are made with the existing trail network.

Where applicable, expand connections by upgrading existing trail routes. Create attractive facilities by routing trails through green spaces or along the Yukon River where a trail corridor can be accommodated. Ensure safe and accessible connections are provided where Type 1 trails intersect with the on-road network, particularly at highway crossings, intersections, and sidewalks as identified in the Bicycle Network Plan.



Figure 9 The Riverfront Trail is a key link used for both recreation and active transportation

Action #14: Prioritize Type I Trail connections that link key routes in the downtown core

Safe, accessible Type 1 Trail connections should be prioritized at the following locations. These actions are supported by other plans as noted below:

- Establish a continuous Type I Trail along the Lower Escarpment in the downtown core (Downtown South Master Plan 2011, Bicycle Network Plan 2018),
- Construct a new staircase to the escarpment from Downtown South (Downtown South Master Plan 2011, Downtown Plan 2018, Bicycle Network Plan 2018)
- Link the Riverfront Trail with Two Mile Hill (Bicycle Network Plan 2018), and
- Extend the Riverfront Trail from downtown to Marwell, and over the escarpment (Official Community Plan 2010, Marwell Master Plan 2018, Bicycle Network Plan 2018).

Action #15: Create more accessible connections to access Grey Mountain trails within Chadburn Lake Park

Well used connections to access the Grey Mountain trail network within Chadburn Lake Park have difficult, often slippery conditions as a result of steep grades. Trail improvements should be implemented to allow a wide range of users to access the trail networks in these areas in all seasons. Specific locations to consider for improved access include Pee Wee Hill, Crocus Ridge and Heartbreak Hill.

Action #16: Develop and market key trail loops of varying lengths and difficulty connecting to points of interest

Establish a series of 5-6 well-defined primary loop trails of varying distances that link and celebrate points of interest around the City as a way to further implement the Whitehorse brand as a Wilderness City and a destination for outdoor adventures. Work with partners in tourism, local business and trail user groups to establish and market the trail loops with promotional material (online and printed) such as brochures, maps and web products.

The Role of Trails in an Age-Friendly City

- Trails support older adults to age in place by providing opportunities to stay active, enjoy good health, and participate in outdoor recreation;
- Trail provide options to walk, cycle or wheel to destinations, supporting older adults to remain independent in their communities;
- People of all ages and abilities benefit from accessible and age-friendly trails and green spaces, and
- The community benefits from the increased participation of older adults in community life.

In some cases, existing trails can be enhanced with signage, mapping and access improvements to create well-defined short, medium, and long-distance options that would appeal to a range of users such as walkers, hikers, mountain bikers, ultra runners, and others. Include accessible and age-friendly options. Create themes for each loop and incorporate new interpretive signage, focused trail improvements and signage as needed. Other loop opportunities would require new trail development.

The loops could change as new trails are developed over time. Suggested loop trails to consider include: Kwanlin (Miles Canyon) to Canyon City and along the Yukon River Corridor in collaboration with First Nations, Paddy's Pond / Ice Lake, Rock Gardens, Logan/Arkeil wetlands, Crocus Ridge/Long Lake/Magnusson, Airport Loop, and loop options from the Dream Trail.

Action #17: Support an upgrade of the Dirt n' Soul Mountain Bike Park to support skills development

The Dirt n' Soul Mountain Bike Park skills park located in the Mount McIntyre Recreation Area requires upgrading to provide effective learning and skills progression for a range of ages and abilities. In particular, the pump track and structures require modernization.



Figure 11 Kwanlin (Miles Canyon) is a potential area for well-defined trail loops in collaboration with First Nations to identify opportunities for interpretation of traditional trails and cultural use of the area

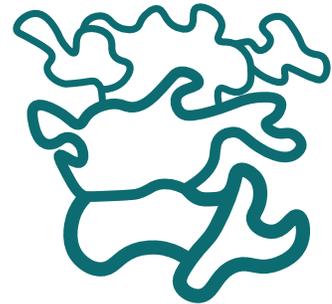


Figure 10 Example of a Stacked Loop Trail

Trails and Tourism

Adventure tourism is a major draw to Whitehorse and visitors are looking for outdoor activities when visiting.

Hiking, community walking tours, visiting a historic site or park, and wildlife viewing were among the **top ten activities** for Yukon visitors in the 2017-18 Yukon Bureau of Statistics Visitors Exit Survey.

All of these activities depend on an **accessible, well-connected trail network**.

Action #18: Create optional routes on difficult trail sections

Optional trail routes or “bypass trails” on difficult trail sections can improve access and trail experiences for users of a range of ages and abilities, offer an opportunity for trail users to progress their skills, and help to mitigate trail degradation on trail sections susceptible to erosion.

Action #19: Support “out and away” trails for motorized use

Improve mapping of “out and away trails,” in conjunction with trail user groups. Designate motorized “out and away” trails, where this use can be supported, and where it improves access to urban/rural interface trails or creates loops or connections that would minimize conflict between motorized and non-motorized uses.

Update the motorized trail use map (2015) to reflect completed Neighbourhood Trail Plans and improve legibility with a legend, north arrow, scale, trail names and labels. At the same time incorporate basic information related to seasonal trail use, and safe and respectful riding.

Action #20: Consider options for a paved recreational loop trail on the west side of the City

The popularity of the Millennium Trail, demonstrated both through trail counts and responses to the public survey, highlights the demand for scenic Type 1 trails for recreation. A destination loop trail on the west side of the City would provide an accessible recreational asset to neighbourhoods above the escarpment.



Figure 12 Snowmobiling on the Copper Trail/Trans Canada Trail, Whitehorse (Credit: Snoriders)

Action #21: Continue to implement best management practices for trails in environmentally sensitive areas

Trail planning, development and management in environmentally sensitive areas should follow best management practices to reduce human impacts on these areas. For example, elevated structures such as viewing platforms or decks provide an opportunity to establish trail viewpoints in wetlands, while limiting physical intrusion into the wetland area.

Best management practices include:

- The number and magnitude of trails within an environmentally sensitive area will be minimized, in accordance with objectives and policies outlined in the City's Official Community Plan;
- The primary reason for trail development in environmentally sensitive areas is to direct intensive activities away from sensitive natural areas while providing passive recreation opportunities and promoting ecological awareness;
- The development of trails and structures will be contingent upon the environmental sensitivity of the area, and
- Areas of interest for trail development that coincide with known or potential archaeological sites will include early involvement with First Nations.

Additional information on best practices is included in Appendix D.

Action #22: Complete remaining neighbourhood level trail plans

"Improving local / neighbourhood trail connections" was among the top three priorities for future development identified the Trail Plan public survey (May 2020), suggesting that outstanding neighbourhood trail plans be completed for inclusion in the existing City trail network.

Instead of task forces, the City should consider a more inclusive public consultation process, that includes charrette style public workshops as part of the planning process. Neighbourhood level trail planning processes should include early engagement with First Nations.

Building on work done to date, the neighbourhood trail planning workshops should focus on identifying and prioritizing neighbourhood trail needs, with particular focus on: trail locations and designations, linkages to new areas such as new subdivisions and residential areas, on-the-ground trail improvements and enhancements, and signage.



4.5 Theme 5: Trail Policies and Bylaws

The City's bylaws and policies authorize use, construction, rehabilitation and maintenance of trails on municipal and/or Crown lands within the City of Whitehorse boundary. The following actions recommend updates to build upon existing policies and bylaws related to trails, and ensure they are integrated.

Action #23: Update the Trail Development Application process

Update the Trail Development Application process by establishing intake deadlines for new trail development applications to streamline the review and approval process:

- Establish clear application intake deadlines, such as: August 15th, November 15th, February 15th and May 15th

Amend the Trail Proposal Form to include:

- A section for the applicant to demonstrate previous trail building experience, such as participation in trail building workshops, or volunteering.

Action #24: Update Definitions in the Trail Maintenance Policy

- Remove reference to the exclusion of motorized use on "single-track trails" to be consistent with other policies and bylaws.

Action #25: Update relevant policies and bylaws to legitimize the use of e-bikes and other e-mobility devices on trails

An emerging trail activity is the use of e-bikes and other electric mobility devices such as e-scooters and e-skateboards. In particular, there is increasing interest in e-biking on trails. In the public survey, 57% of respondents indicated they support the use of e-bikes on trails where cycling is already permitted. Engagement

Trails and Electric Mobility Devices

E-bikes are bicycles with an integrated motor that assists the rider when pedaling (pedal assist). They can reach various speeds and have varying degrees of assistance depending on the type of bike.

E-mobility devices are other electric devices used for getting around. Examples include: hoverboards, Segways, e-skateboards, e-scooters, etc

E-bikes allow more people of varying ages and abilities to recreate outdoors and use trails.

E-bike technology continues to advance and evolve.

E-bikes are in Whitehorse and their use is increasing within the City and across North America.

feedback indicated support for the use of e-bikes on trails as a means of recreating as well as commuting to key destinations within the City. Legitimizing the use of e-mobility devices will contribute to achieving the guiding principles of “Benefits for our community,” “Environmental stewardship,” and “Equitable access.” To plan for increased interest in and use of e-mobility devices, the City should:

- Work with relevant departments to assess how e-bike usage can be integrated into current policies and bylaws.
- Co-ordinate an educational campaign regarding e-bike use, etiquette and safety.

4.6 Theme 6: Management & Maintenance

Overall, the majority of public survey respondents indicated they are frequently or always satisfied with the management (65%) and maintenance (80%) of the Whitehorse trails. The quality of the maintenance on the trails is largely due to the leadership of the Department of Parks and Community Development, the City Trail Crew, and efforts of the trail stewards and partners. Specific recommendations to augment existing management and maintenance efforts are summarized in this section.



Action #26: Establish a Memorandum of Understanding on Trail Management and Planning with the Ta'an Kwäch'än Council

Establish a Memorandum of Understanding (MOU) on Trail Management and Planning with the Ta'an Kwäch'än Council, similar to the MOU in place with the Kwanlin Dün First Nation. This will help to clarify trail management and planning, as well as consistent messaging and education around appropriate use of trails on TKC settlement lands.



Figure 13 Boardwalk at south end of Paddy's Pond completed by the City Trail Crew (Photo: Hillcrest Community Association)

Action #27: Increase collaboration with the Kwanlin Dün First Nation through implementation of the Memorandum of Understanding on Trail Management and Planning

Implement the Memorandum of Understanding on Trail Management and Planning with the Kwanlin Dün First Nation with a priority on:

- Standardizing reporting formats and timing, including annual trails reporting to optimize their value as management tools for First Nations land stewards, and
- Installation of signage notifying trail users of City-adopted trails on Settlement Lands in collaboration with the KDFN (see Action #5).

Action #28: Establish winter maintenance priorities for paved Type I Trails

Establish winter maintenance priorities to ensure continuous, all-season connectivity to key destinations such as schools, community centres and recreational facilities.



Figure 14 Cross Country Ski Trails at Mt McIntyre (Photo: Whitehorse Cross Country Ski Club)

4.7 Theme 7: Stewardship

Actions under this theme include opportunities to engage with volunteers and foster increased stewardship of the trail network.

Action #29: Continue to provide recognition and support to trail stewards

Continue to strengthen partnerships with trail stewards and provide support through recognition of volunteer efforts, support for the delivery of programming, educational workshops and events, and funding towards trail maintenance activities.

Action #30: Expand the trail stewardship concept by implementing programs such as Adopt-a-Trail

The City of Whitehorse has placed a high priority on the importance of the trail network by creating a Projects & Trails Coordinator position and a dedicated Trail Crew. Nonetheless, management of the City's extensive trail network means the City must rely on volunteer efforts and its partnership agreements with trail stewards. As the City continues to grow in population, and demands on the trail network continue to increase, the City would benefit from increased trail stewardships programs such as Adopt-a-Trail. Through an Adopt-a-Trail program, community associations, service organizations, youth groups, or groups of individuals can adopt a section of trail, or an entire trail and perform selected duties, such as litter clean up, or minor clearing of brush, for a period of time.



Figure 15 CMBC Trail Maintenance Bootcamp (Photo: CMBC)



5. Plan Implementation

5.1 Action Summary and Cost Estimates

The following tables summarize the recommended actions and identify potential contributors.

Cost estimates are provided in Appendix E. These 'Class' D estimates provide an estimation suitable for budget planning purposes. A number of the proposed actions can be undertaken by existing staff with existing resources. Others are pending the availability of external funding or some form of partnership model. Some projects could be capital requests.

More detailed cost estimates will be required during planning, design and prior to construction of specific trail actions. Some actions will require detailed design including engineering services, while other trail upgrades can likely be achieved using typical cross sections.

The implementation plan should be reviewed annually to respond to changes, ensure integration with other City plans, and take advantage of potential funding and partnership opportunities.

Theme 1: Trail Type Classification		
#	Action	Potential Contributors
1	Update relevant policies and bylaws to reflect the Trail Classification system	

Table 4 Trail Type Classification Actions

Theme 2: Signage and Wayfinding		
#	Action	Potential Contributors
2	Integrate Indigenous languages and place names into the trail network in partnership with First Nations	Kwanlin Dün First Nation, Ta'an Kwäch'än Council
3	Update print and web-based trail maps	ElderActive, Contagious Mountain Bike Club, Klondike Snowmobile Association
4	Implement a trail mapping system	
5	Ensure City trail maps show First Nations lands	Kwanlin Dün First Nation, Ta'an Kwäch'än Council
6	Install signs acknowledging City-adopted trails on Settlement Lands	Kwanlin Dün First Nation, Ta'an Kwäch'än Council
7	Add interpretive signage that celebrates local heritage, wildlife, geology and environment	Yukon Conservation Society, Yukon Invasive Species Council
8	Continue marking of existing trails with sign posts and en route markers	

Table 5 Signage and Wayfinding Actions

Theme 3: Education and Etiquette		
#	Action	Potential Contributors
9	Consider a "trail code of conduct/etiquette" with trail etiquette and safety information	Kwanlin Dün First Nation, Ta'an Kwäch'än Council, Trail Stewards, trail user groups, Yukon Conservation Society
10	Utilize targeted public educational messaging around responsible trail use	Kwanlin Dün First Nation, Ta'an Kwäch'än Council
11	Update and expand trail resources available on the City website	
12	Highlight trail initiatives throughout the community	Trail Stewards, trail user groups, Community Associations

Table 6 Education and Etiquette Actions

Theme 4: Making Connections		
#	Action	Potential Contributors
13	Establish Type I Trails connecting all neighbourhoods to downtown	
14	Prioritize Type I Trail connections that link key routes in the downtown core	
15	Create more accessible connections to access Grey Mountain trails within Chadburn Lake Park	
16	Develop and market key trail loops of varying lengths and difficulty connecting to points of interest	Kwanlin Dün First Nation, Ta'an Kwäch'än Council, Tourism and Culture (YG), Local Businesses, Yukon Conservation Society
17	Support an upgrade of the Dirt n' Soul Mountain Bike Park to support skills development	Contagious Mountain Bike Club
18	Create optional trail routes on difficult trail sections	
19	Support "out and away" trails for motorized use	Klondike Snowmobile Association
20	Consider options for a paved recreational loop trail on the west side of the City	Whitehorse Cross Country Ski Club
21	Continue to implement best management practices for trails in environmentally sensitive areas	Kwanlin Dün First Nation, Ta'an Kwäch'än Council
22	Complete remaining neighbourhood level trail plans	Kwanlin Dün First Nation, Ta'an Kwäch'än Council, Community Associations, trail user groups

Table 7 Making Connections Actions

Theme 5: Trail Policies and Bylaws		
#	Action	Potential Contributors
23	Update the Trail Development Application process	
24	Update Definitions in the Trail Maintenance Policy	
25	Update relevant policies and bylaws to legitimize the use of e-bikes and other e-mobility devices on trails	

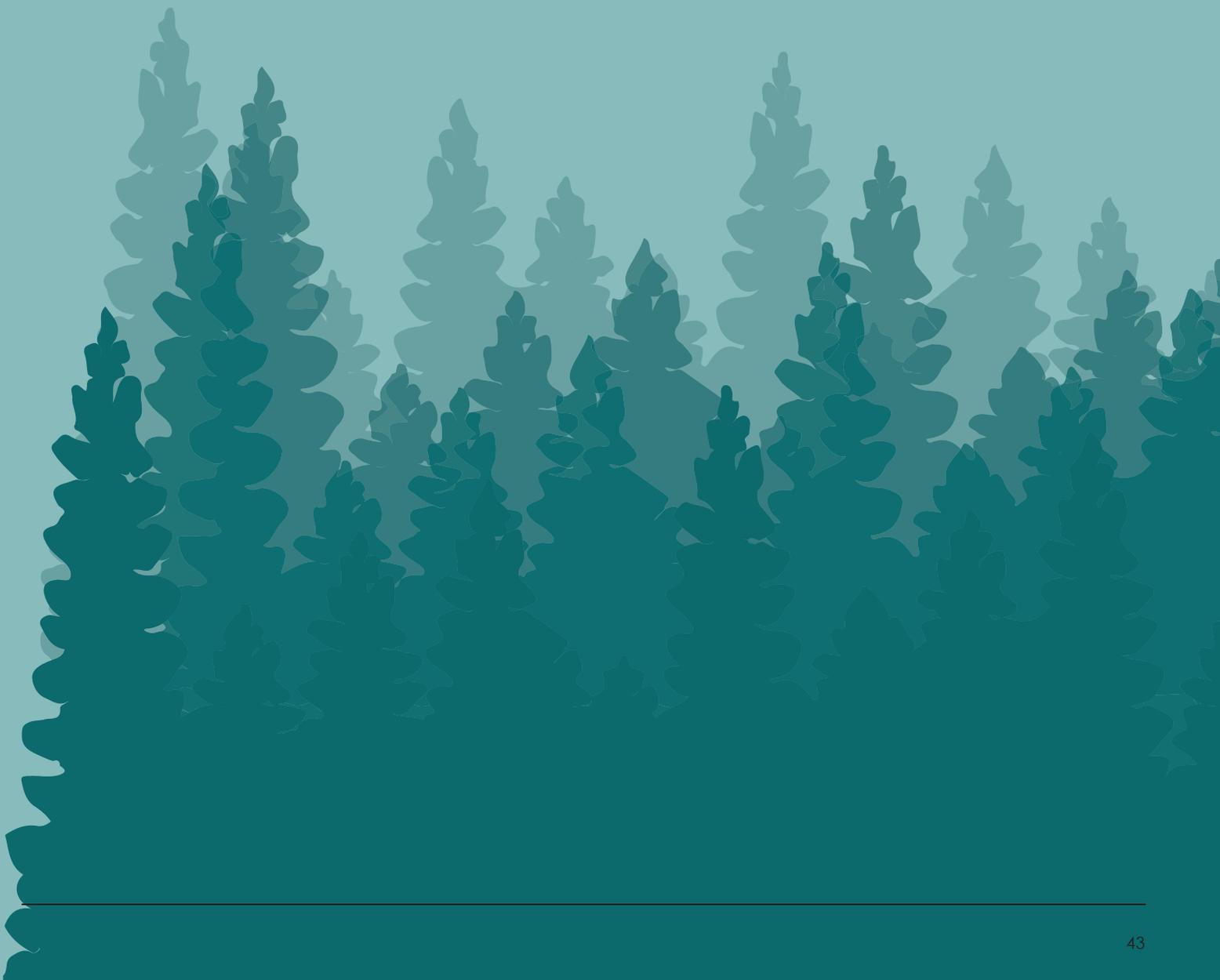
Table 8 Trail Policies and Bylaws Actions

Theme 6: Management and Maintenance		
#	Action	Potential Contributors
26	Establish a Memorandum of Understanding on Trail Maintenance and Planning with the Ta'an Kwäch'än Council	Ta'an Kwäch'än Council
27	Increase collaboration with the Kwanlin Dün First Nation through implementation of the Memorandum of Understanding on Trail Maintenance and Planning	Kwanlin Dün First Nation
28	Establish winter maintenance priorities for paved Type I Trails	

Table 9 Management and Maintenance Actions

Theme 7: Stewardship		
#	Action	Potential Contributors
29	Continue to provide recognition and support to Trail Stewards	Contagious Mountain Bike Club, Klondike Snowmobile Association
30	Expand the trail stewardship concept by implementing programs such as Adopt-a-Trail	Community Associations, Service Organizations, Youth Groups

Table 10 Stewardship Actions



Glossary

ACTIVE TRANSPORTATION

Any form of human-powered travel, such as walking, cycling, skateboarding, cross-country skiing and more. Walking and cycling are among the most popular and can be combined with other modes, such as public transit.

CITY TRAIL

Any trail designated in the City's priority trail inventory in accordance with the City's Trail Maintenance Policy.

DOUBLE-TRACK TRAIL

A trail where users generally travel single file but have the ability to pass each other while travelling in the opposing or same direction. The tread width of a double-track trail is generally 150 to 200 cm but can be wider if the surface is paved.

ENVIRONMENTALLY SENSITIVE AREAS

Areas with low tolerance to human disturbance where slight alterations would result in functional or structural changes to the ecosystem unit with potentially negative impacts on wildlife or visual aesthetics.

GRADE

The slope of the land, expressed as a ratio of vertical to horizontal, which occurs along a particular section of trail.

MOTORIZED MULTIPLE USE TRAIL

Trails designed and designated by the City to be used by both non-motorized and motorized users including snowmobilers.

NON-MOTORIZED MULTIPLE USE TRAIL

Trails to be used by a variety of non-motorized users.

SETTLEMENT LAND

Lands owned and managed by Yukon First Nations as identified in each First Nation's Final Agreement.

SINGLE-TRACK TRAIL

A trail where users must travel in single file. The tread width of a single-track trail is generally 30 to 70 cm wide but can be as wide as 100 cm.

SLOPE

Change in elevation along the length of a trail.

TRAIL NETWORK

A system of linked or interconnecting trails.

TRAIL STEWARD

An organization or individual that formally takes on responsibility for the care and maintenance of a particular City trail. A trail steward is generally a volunteer organization whose stewardship is authorized through a Memorandum of Understanding.

TRAILHEAD

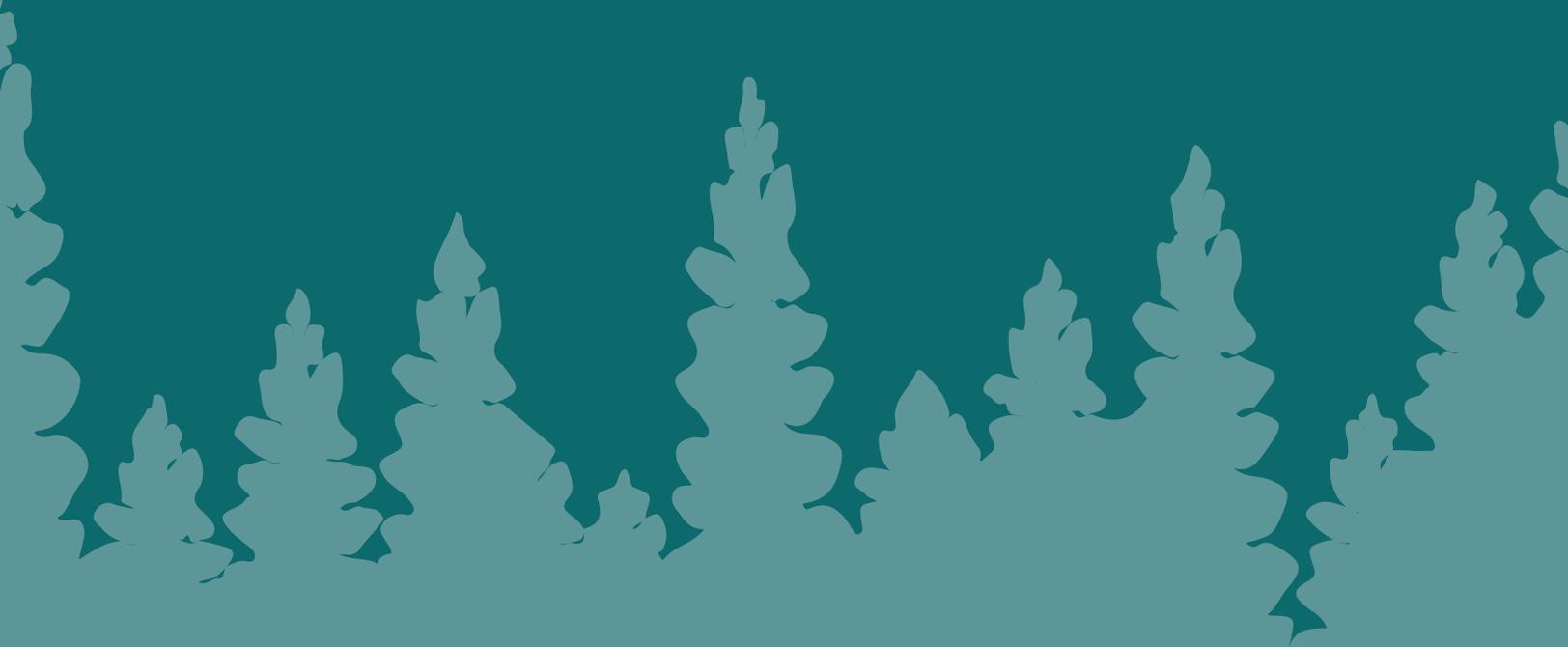
An access point to a trail or trail network that can be accompanied by various public amenities, such as parking, kiosks, signs, maps, etc.

Appendices

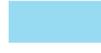
Appendices Contents:

- Appendix A | Existing Trail Network Map
- Appendix B | Neighbourhood Trail Plan Maps
- Appendix C | Sample Trail Etiquette Guides
- Appendix D | Best Management Practices for ESAs
- Appendix E | Cost Estimates

Appendix A: Existing Trail Network Map

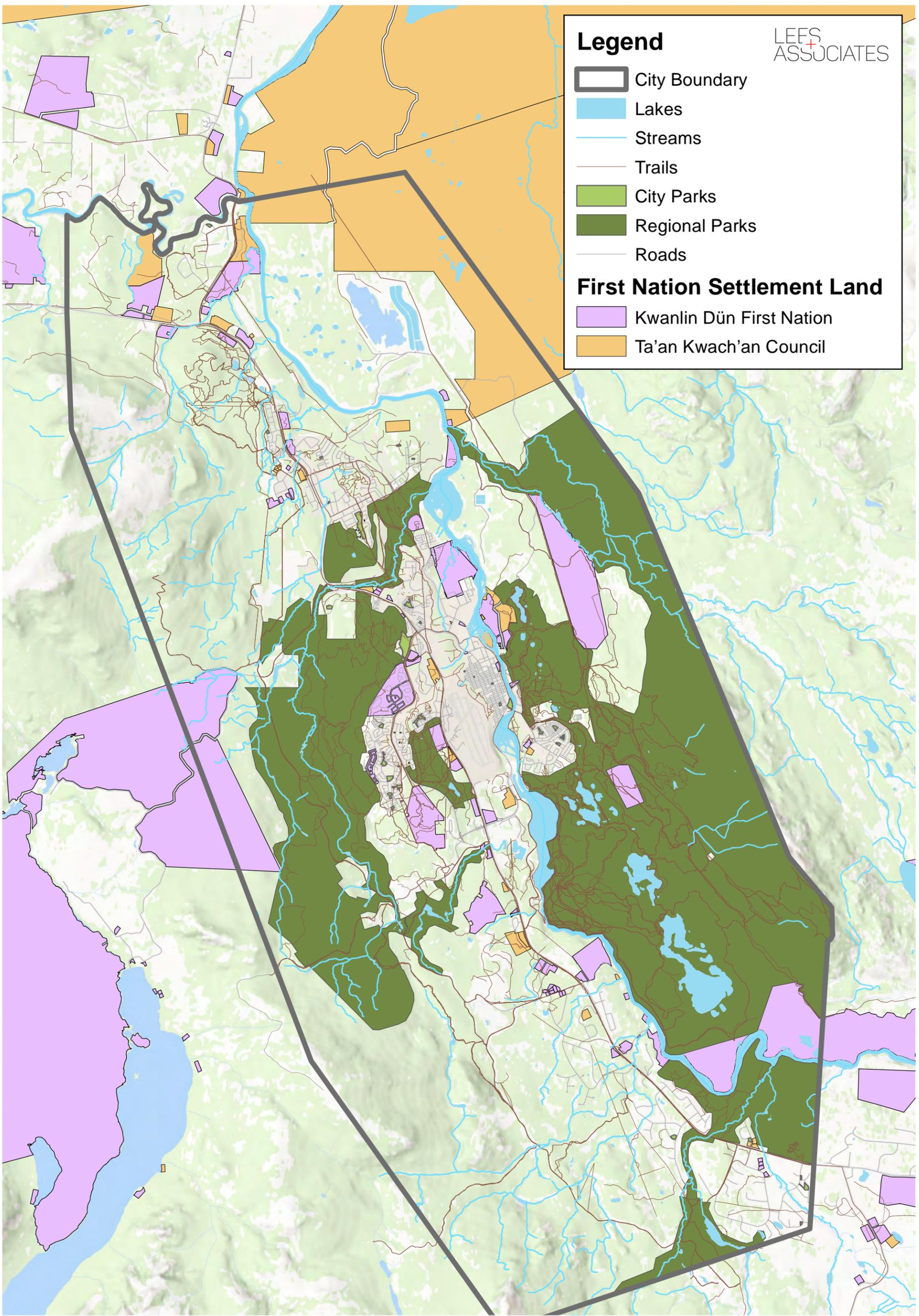


Legend

-  City Boundary
-  Lakes
-  Streams
-  Trails
-  City Parks
-  Regional Parks
-  Roads

First Nation Settlement Land

-  Kwanlin Dün First Nation
-  Ta'an Kwach'an Council



WHITEHORSE EXISTING TRAIL MAP

WHITEHORSE TRAIL PLAN

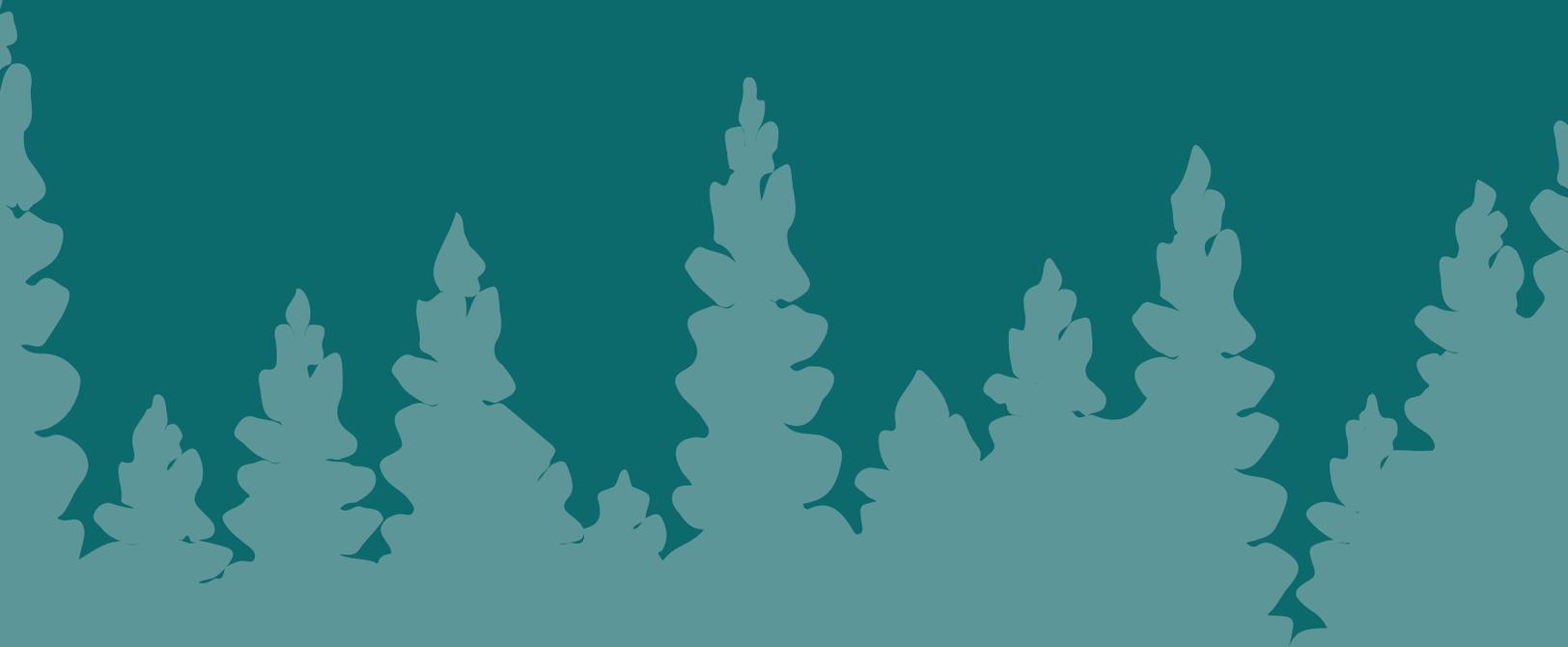
0 1.25 2.5 5 Km



1:100,000

Sources: Esri, HERE, DeLorme, increment P Corp., NPS, NRCan, Ordnance Survey, OpenStreetMap contributors, USGS, NGA, NASA, CGIAR, N Robinson, NCEAS, NLS, OS, NMA, Geodatastyrelsen, Rijkswaterstaat, GSA, Geoland, FEMA, Intermap and the GIS user community

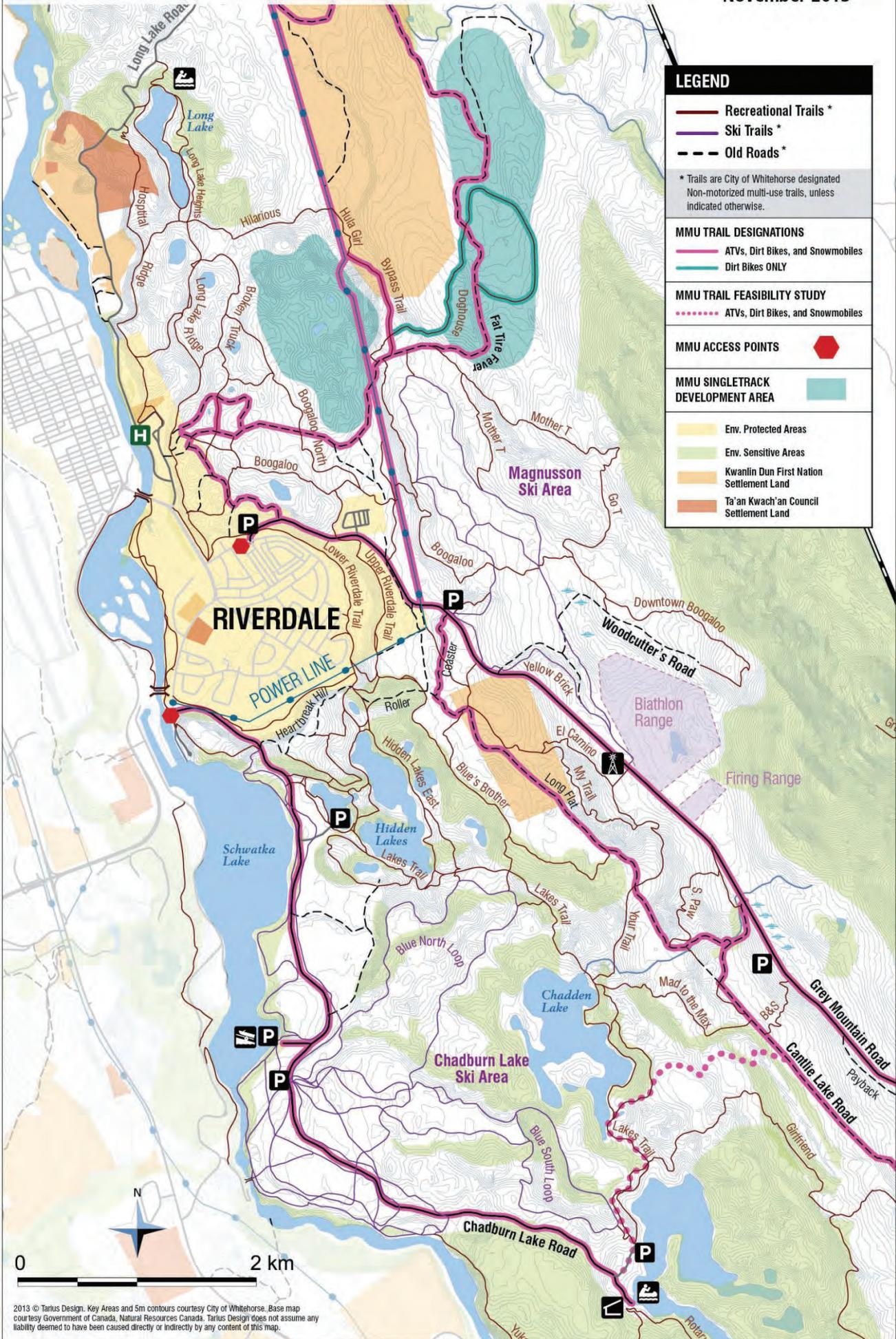
Appendix B: Neighbourhood Trail Plan Maps



East Yukon River Motorized Multi-Use (MMU) Trail Plan Map

MAP: EYR02

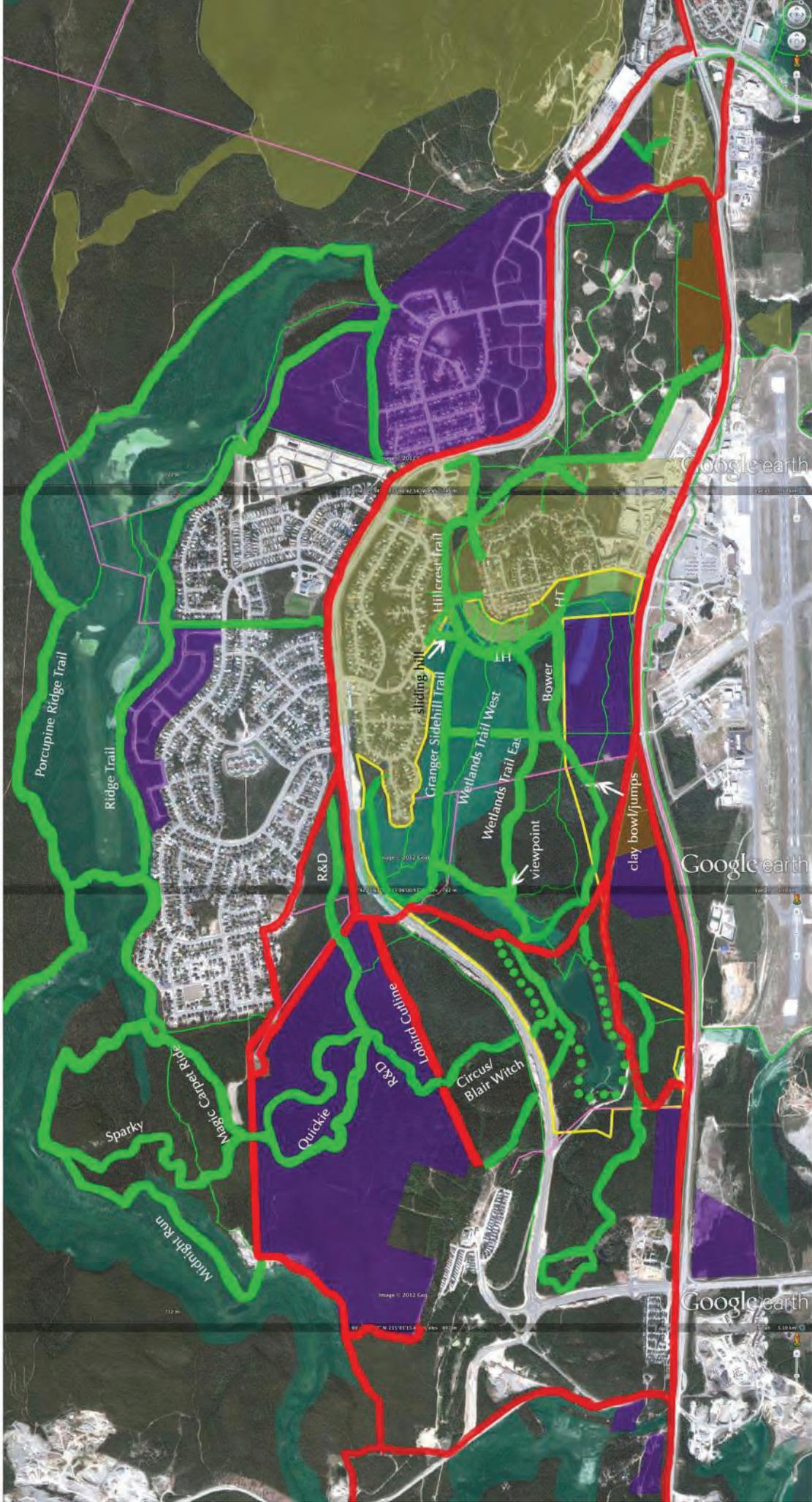
November 2013



2013 © Tarius Design. Key Areas and 5m contours courtesy City of Whitehorse. Base map courtesy Government of Canada, Natural Resources Canada. Tarius Design does not assume any liability deemed to have been caused directly or indirectly by any content of this map.

Above the Airport (ATA) Trail Plan Map – 2013

**Please note that this map is conceptual; a final map will be produced once implementation is complete.

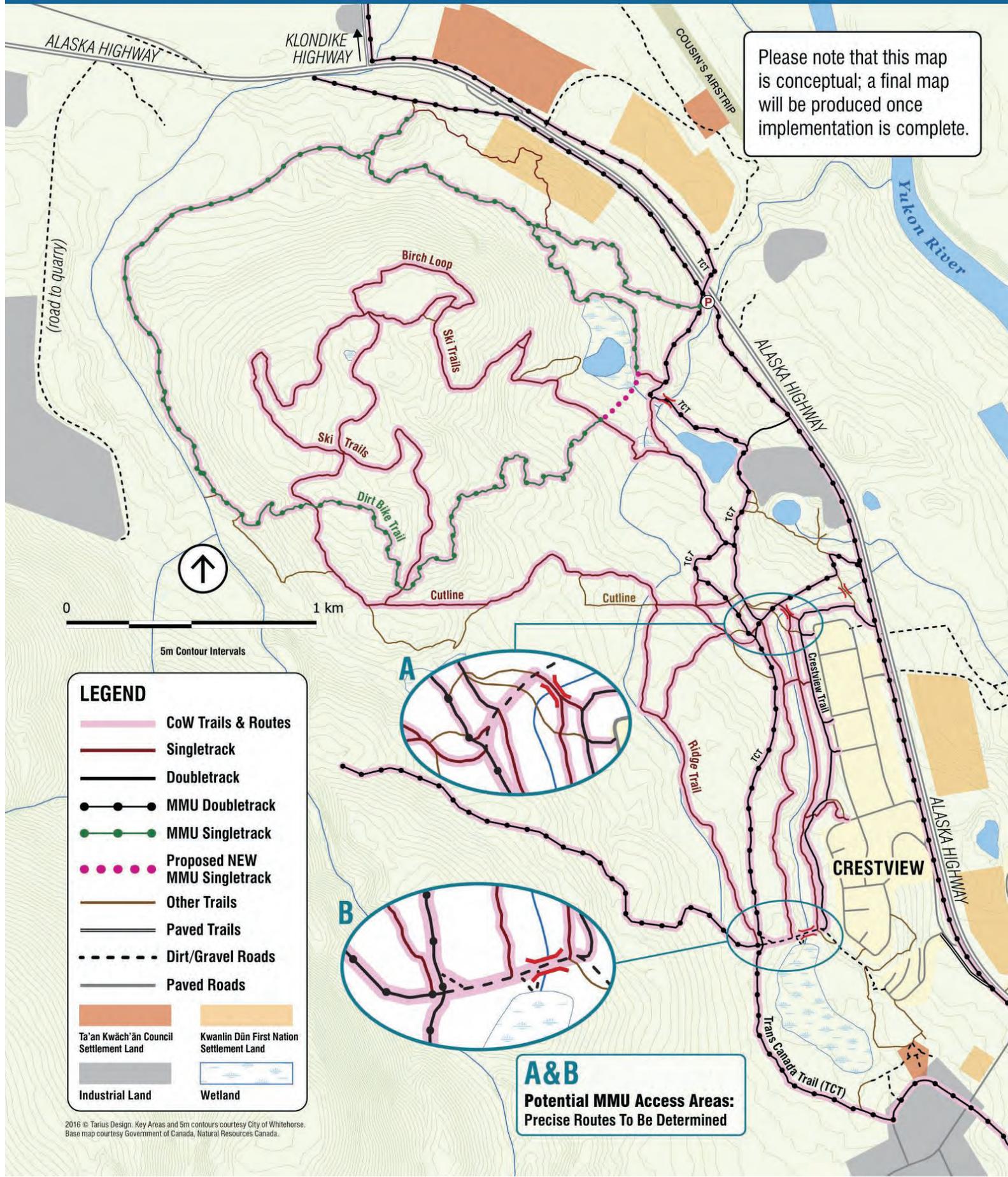


- LEGEND (block shading):** KDFN land (dark purple), TKFN land (medium purple), Protected Areas (dark green), Environmentally Sensitive Areas (ATV Bylaw) (light green), proposed motorized multi-use (City) trail (red line), proposed non-motorized (City) trail (green line), minor (non-City) trail/route (thin green line), proposed Paddy's Pond/Ice Lake park boundaries (2010 OCP) (yellow line), powerlines (pink line)
- (lines):** proposed motorized multi-use (City) trail (red line), proposed non-motorized (City) trail (green line), minor (non-City) trail/route (thin green line), new trails (dotted green line), powerlines (pink line)
- Other symbols:** Environmentally Sensitive Areas (ATV Bylaw) (dark green block), minor (non-City) trail/route (thin green line), new trails (dotted green line), powerlines (pink line)

Thank you to Peter Long of whitehorsewalks.com for mapping assistance!

Crestview Trail Plan Map March 2016

Please note that this map is conceptual; a final map will be produced once implementation is complete.



ALASKA HIGHWAY

KLONDIKE HIGHWAY

COUSIN'S AIRSTRIP

Yukon River

Birch Loop

Ski Trails

Ski Trails

Dirt Bike Trail

Cutline

Cutline

Ridge Trail

Crestview Trail

CRESTVIEW

ALASKA HIGHWAY

Trans Canada Trail (TCT)

(road to quarry)



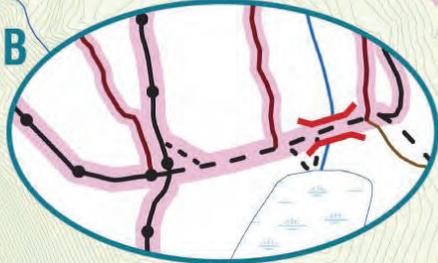
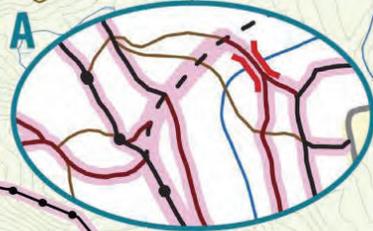
0 1 km

5m Contour Intervals

LEGEND

- CoW Trails & Routes
- Singletrack
- Doubletrack
- MMU Doubletrack
- MMU Singletrack
- Proposed NEW MMU Singletrack
- Other Trails
- Paved Trails
- Dirt/Gravel Roads
- Paved Roads

 Ta'an Kwäch'an Council Settlement Land	 Kwanlin Dün First Nation Settlement Land
 Industrial Land	 Wetland



A&B
Potential MMU Access Areas:
Precise Routes To Be Determined

2016 © Tarius Design. Key Areas and 5m contours courtesy City of Whitehorse. Base map courtesy Government of Canada, Natural Resources Canada.

Appendix C: Sample Trail Etiquette Guides

Bridge River Valley “Trail Etiquette Guide”:

<https://bridgerivervalleytrails.ca/trail-etiquette>

Outdoor Recreation Council of BC’s “Trail User’s Code of Ethics”:

<https://www.orcbc.ca/wp-content/uploads/2019/04/Trail-Users-Code-of-Ethics.pdf>



TRAIL ETIQUETTE

Rules of the Trail



- * Cyclists yield to Hikers and Horses
- * Hikers yield to Horses
- * Motorized vehicles yield to all other users

General Etiquette

Respect: It's simple. If you offer respect, you're more likely to receive it. Most friction on the trail can be avoided with this simple rule.

Communication: Part of the respect. Let people know you're there, before you surprise them. This doesn't mean be loud and obnoxious on the trail, simply don't startle people. A smile and "Hello" go a long way.

Use Open Trails: Respect trail and road closures — ask a land manager for clarification if you are uncertain about the status of a trail. Do not trespass on private land. Obtain permits or other authorization as required.

Leave No Trace: Be sensitive to the dirt beneath you.

- * Wet and muddy trails are more vulnerable to damage than dry ones. When the trail is soft, consider other riding options.
- * Stay on existing trails. Don't cut switchbacks.
- * Ride, don't slide.
- * Pack out at least as much as you pack in.

Travel responsibly and in control: Inattention for even a moment could put yourself and others at risk. Bicycles and motorized machines should obey all speed regulations and recommendations, and ride within your limits. Walk in single file when traffic or trail dictates.

Yield Appropriately: Do your utmost to let your fellow trail users know you're coming — a friendly greeting or bell ring are good methods. Try to anticipate other trail users as you go around corners. Follow the rules in the sign above. In general, strive to make each pass a safe and courteous one. Common sense will go a long way.

Never Scare Animals: Animals are easily startled by an unannounced approach, a sudden movement or a loud noise. Give animals enough room and time to adjust to you. When passing horses, use special care and follow directions from the horseback riders (ask if uncertain). Running cattle and disturbing wildlife are serious offenses.

Smile! Sounds too simple, but you're out on a trail to have fun, so take a moment when you meet someone to smile and say "Hi". Out on the trail, if things go badly, it helps to have friends.

Avoid Spreading Seeds: Help keep weeds out of our forests. Noxious weeds threaten our healthy ecosystems and livelihoods. Stay on trail, drive on designated roads, use weed seed free hay, check your socks, boots, bikes, ATV's or horse tails for hitchhikers when you get back to the trailhead. Let's keep our forests free of invasives.

Be Informed: It's YOUR responsibility to be "in the know." Questions about where to ride, trail closures, outdoor ethics and local regulations are important to know before you head out on the trails. Contact your local land manager if you are unsure about what you can and can't do in a given area.

Give Back: Trails don't maintain themselves. Get involved with your local trail club and help out on trail days. Pack a folding saw and trim back the branches you have to duck or climb over.

Safety

- * Know your equipment, your ability and the area in which you are riding and prepare accordingly.
- * Strive to be self-sufficient: keep your equipment in good repair and carry necessary supplies for changes in weather or other conditions.
- * Always wear a helmet and appropriate safety gear.

Rules based on IMBA standards.

[Mountain Bikers](#)

[Dirt Bikers](#)

[All Terrain Vehicles](#)

[Horse Back Riders](#)

[Hikers/Runners](#)

[Trail Use with Dogs](#)

[Snowmobiles](#)

[XC Skiing](#)

[Fat Bikes](#)

[BC Parks Etiquette](#)

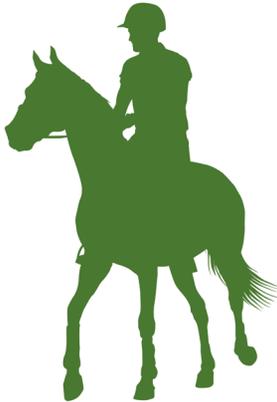
[Range Animal Etiquette](#)

...

Horse Riders and Pack Horses

Training

- Well trained horses are essential for trouble free trail riding.



Meeting other trail users

- Steady your mount and exchange greetings.
- Give clear advice to the other parties to tell them how you would like them to act based on the type of trail user and the width and nature of the trail.
- Warn other trail users of hazards or difficult areas ahead.

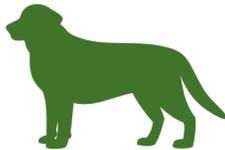
When to travel

- Avoid using trails when they are wet and muddy to avoid damage.

Dog Owners

Restraint

- Dogs on trails should be trained to obey verbal and non-verbal commands.
- Owners should carry a leash to restrain their dogs when required and obey the regulations for the trails they are using.
- When off-leash dogs should remain within sight of the owners at all times.



Behaviour

- Dog owners must realize that many people are uncomfortable when approached by a dog.
- Owners must ensure that dogs do not disturb wildlife near the trail.

Respect the Land and the Environment

Preparation

- Check with local land managers or agencies ahead of time for trail conditions or closures.



On the trail

- Stay on established trails and don't cause trail braiding or carve out short-cuts on switchbacks.
- Respect private property and "No Trespassing" signs.
- Use existing bridges and structures to cross streams and don't make new ones.
- Remember wetlands are very sensitive and so should be avoided.
- Respect wildlife.

Overall

- If you pack it in — pack it out!
- Use appropriate sanitary procedures at least 100 metres away from rivers, streams or lakes (see *Back Country Sanitation*, a brochure of the Outdoor Recreation Council).

To order more copies of this brochure, contact:

Outdoor Recreation Council
of British Columbia
1101 – 207 West Hastings Street
Vancouver BC V6B 1H7

E-mail: outdoorrec@orc.bc.ca
Website: www.orcbc.ca



The Trail User's Code of Ethics

How to minimize your impact on the environment and other trail users

1. Common Sense

2. Communication

3. Courtesy

Whether they are hikers, mountain bikers, horse riders or quad riders, trail users are increasingly sharing trails. And with the increased use of trails there is an increasing level of public concern for the environment in which they travel.

Dangers can exist when different types of user share the same trails. If all trail users are prepared for encounters with other types of user and if they tread lightly, they will help to reduce trail conflicts and environmental damage. In that way they will make everyone's time outdoors safer and more enjoyable.



Outdoor Recreation Council of British Columbia



Trail Ethics

The Three C's: Common Sense, Communication & Courtesy

1 Common Sense: Common sense begins with planning your trip and continues when you encounter others on the trail. Although a trail user's protocol normally calls for the most mobile person to yield the right of way, it is important to assess the situation and use common sense to decide who can get out of the way most easily. Cyclists need to realize that equestrians and hikers may not hear them approaching so they should be prepared to make themselves heard. Hikers should give way to cyclists climbing a steep hill.

2 Communication: A friendly word of greeting for equestrians by hikers and cyclists reassures their horses and alerts them to your presence. By chatting with other trail users you can warn them of dangers or adverse conditions on the trail ahead. You can also tell them about interesting or attractive natural features ahead. If you are leading a large group on a narrow trail it is a good idea to let others know so they can take appropriate action. Peer group policing is everyone's responsibility and if you see someone acting irresponsibly in the back country you should warn them of the potential consequences of their actions.

3 Courtesy: Above all, **treat all other trail users with respect and courtesy.** Trail conflicts can occur when people forget the golden rule! Treat others as you would like to be treated yourself!

Hikers

Stay on the trail

- Whenever possible use existing trails to avoid trail braiding and other damage to the adjacent habitat.
- Avoid leaving traces such as rock piles or marked trees.

In the alpine

- Groups crossing meadows should spread out to avoid carving out unnecessary trails.
- Walk on rocks or snow as much as possible to avoid damaging vegetation.
- Alpine vegetation is delicate and takes a long time to grow again when damaged.

Meeting horse riders or pack horses

- Exchange greetings with the riders or stockmen to calm the horses.
- Be prepared to step off the trail on the lower side if possible to make way for the horses.
- Keep at least two to three metres clear of the horses so they can pass.
- Face the horses to hide your backpack which could spook a horse.

Mountain Bikers

Anticipate

- Expect to encounter other trail users and be ready for them especially on blind curves.
- Slow down in good time to avoid sudden encounters with equestrians or hikers.

Meeting horse riders or pack horses

- When you meet horses stop, get off your bike, take off your helmet and exchange greetings



with the riders so the horses can see you are a human.

- Be prepared to get off the trail on the lower side to let horses past because horses are less likely to be spooked by something below their eye level.
- Keep a distance of three metres or more between you and the horses.

On the trail

- Stay on designated trails to avoid damage to the environment.
- Avoid using trails when conditions are wet and muddy to prevent erosion and channelling of rainwater.
- Avoid sliding round curves which can destroy the tread of the trail.

Quad Riders

Speed

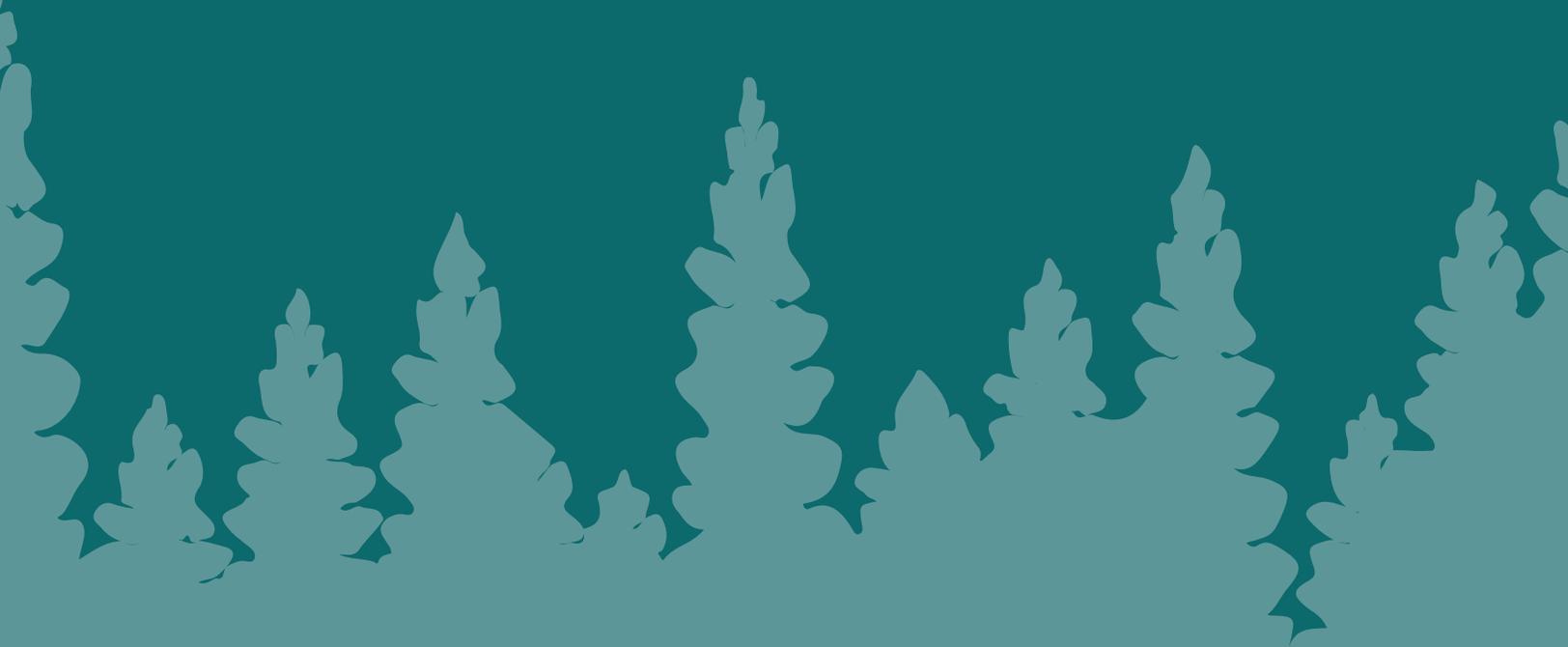
- Keep your speed below 20 k.p.h. when travelling within 30 metres of a non-motorized trail user.
- Do not spin your tires to avoid damage to the trail.
- Avoid creating dust and noise when passing other trail users.



Meeting other trail users

- Yield the right of way to horses, bikers and hikers.
- When approaching horses stop your vehicle, remove your helmet and exchange greetings with the riders or stockmen so the horses can see you are a human being.
- When travelling downhill give way to others going uphill.
- When travelling in a group avoid blocking the trail.

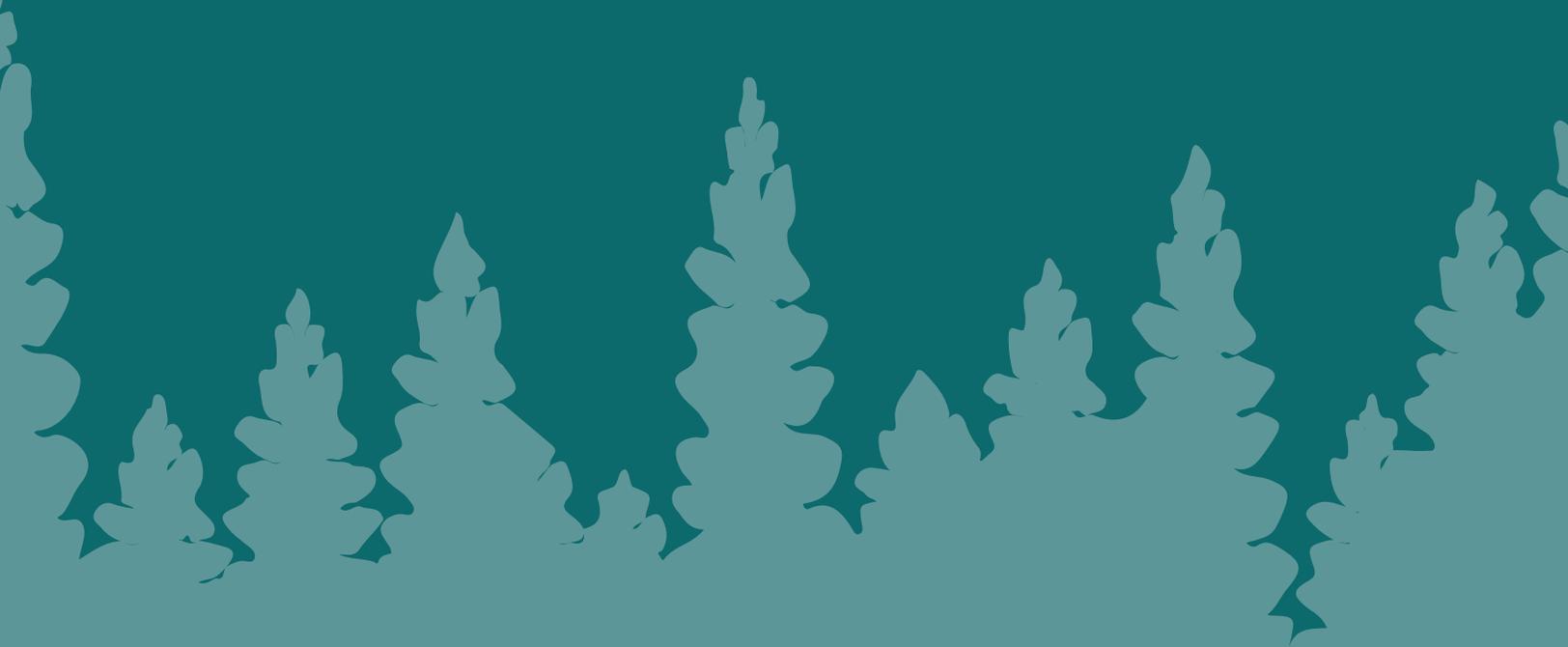
Appendix D: Best Management Practices for Trails in ESAs



BEST MANAGEMENT PRACTICES FOR TRAILS IN ENVIRONMENTALLY SENSITIVE AREAS

1. The number and magnitude of trails within an environmentally sensitive area will be minimized, in accordance with objectives and policies outlined in the Official Community Plan;
2. Areas of interest for trail development that coincide with known or potential archaeological sites will include early involvement with First Nations;
3. Tree cutting or vegetation clearing that would result in fragmentation of habitat, or the loss of high value wildlife trees or culturally modified trees shall be avoided;
4. The size and number of necessary structures shall be minimized;
5. Access points will be limited and controlled to minimize disturbance;
6. Restoration and/or site design solutions shall rely on environmentally sensitive approaches to trail design to achieve maximum protection with a minimum of maintenance;
7. Adequate signage is recommended at access points to identify the area as an environmentally sensitive area and to inform users of their responsibilities, code of conduct and of restrictions of use;
8. Off-trail use will be discouraged through signage and barriers where appropriate, and augmented by education;
9. Users have a responsibility to follow codes of behaviour/use, trail code of conduct practices to minimize user conflicts, adherence to relevant bylaws and permitted activities (e.g., dogs on leash) as developed by the City of Whitehorse and reinforced by educational signage.

Appendix E: Cost Estimates



Class 'D' Cost Estimates		
Action #	Description	Cost
	THEME 1: TRAIL CLASSIFICATIONS	
1	Update relevant policies and bylaws to reflect the Trail Types classification system	Staff Costs
	THEME 2: SIGNAGE AND WAYFINDING	
2	Integrate Indigenous languages and place names into the trail network	\$10,000
3	Update print and web-based trail maps	\$15,000
4	Implement a trail mapping system	\$40,000
5	Ensure City trail maps show First Nations lands	Staff Costs
6	Install signs acknowledging City-adopted trail on Settlement Land	\$5,000
7	Add interpretive signage to celebrate local heritage, wildlife, geology & environment	\$8,000
8	Continue marking of existing trails with signposts and en route markers	\$30,000
	THEME 3: EDUCATION & ETIQUETTE	
9	Consider a "trail code of conduct/etiquette" with trail etiquette and safety information	\$3,500
10	Utilize targeted public educational messaging around responsible trail use	Staff Costs
11	Update and expand trail resources available on the City website	Staff Costs
12	Highlight trail initiatives throughout the community	Staff Costs
	THEME 4: MAKING CONNECTIONS	
13	Establish Type I Trails connecting all neighbourhoods to downtown	Staff Costs
14	Prioritize Type I Trail connections that link key routes in the downtown core	Staff Costs
15	Create more accessible connections to access Grey Mountain trails	\$25,000
16	Develop and market key trail loops of varying lengths and difficulty	\$175,000
17	Support an upgrade of the Dirt n' Soul Mountain Bike Park	\$200,000
18	Create optional routes on difficult trail sections	Staff Costs
19	Support "out and away" trails for motorized use	Staff Costs
20	Consider options for a paved recreational loop trail on the west side of the City	Staff Costs
21	Implement best management practices for trails in environmentally sensitive areas	Staff Costs
22	Complete remaining neighbourhood level trail plans	\$20,000
	THEME 5: TRAIL POLICIES AND PROCEDURES	
23	Update the Trail Development Application process	Staff Costs
24	Update Definitions in the Trail Maintenance Policy	Staff Costs
25	Update relevant policies and bylaws to legitimize the use of e-bikes on trails	Staff Costs
	THEME 6: MANAGEMENT AND MAINTENANCE	
26, 27	Foster increased collaboration with KDFN & TKC through implementation of Trail MOUs	\$5,000
28	Establish winter maintenance priorities for Type I Trails	Staff Costs*
	THEME 7: STEWARDSHIP	
29	Continue to provide recognition and support to Trail Stewards	\$20,000
30	Expand the trail stewardship concept by implementing programs such as Adopt-a-Trail	Staff Costs
	Sub-Total:	\$556,500.00
	Contingency Allowance (25%):	\$139,125.00
	Total:	\$695,625.00

*Potential forced growth

CITY OF WHITEHORSE
PUBLIC HEALTH AND SAFETY COMMITTEE
Council Chambers, City Hall



Chair: Jan Stick

Vice-Chair: Dan Boyd

November 30, 2020

Meeting #2020-25

-
1. Contract Award – Fire Services Review
Presented by Fire Chief Jason Everitt
 2. Emergency Management Plan
Presented by Fire Chief Jason Everitt
 3. New Business

ADMINISTRATIVE REPORT

TO: Public Health & Safety Committee
FROM: Administration
DATE: 30 November 2020
RE: Contract Award – Fire Services Review

ISSUE

Consultant Contract Award - Fire Services Review

REFERENCE

Consulting Services Selection Procedures Policy
2020-2023 Capital Expenditure Program – 440c00320
Request for Proposals (RFP) 2020-014 – Fire Services Review

HISTORY

While this project was targeted for issuance and completion in 2020, it was delayed due to COVID-19.

On 14 September 2020 at a regular meeting of Council, Administration was authorized to release RFP 2020-014 for the purpose of soliciting proposals to provide the City of Whitehorse with consultancy services to complete a comprehensive Fire Services Review, with the 'local content weighting' set at zero points due to the specialized nature of this project.

The RFP was issued on 17 September 2020 and closed on 23 October 2020. The RFP was advertised on the City's website and in local newspapers. The RFP documents were made available via the City's e-procurement platform www.whitehorse.bonfirehub.ca.

Only one submission was received by the closing date, from Emergency Management & Training Inc.

The proposals were reviewed by an internal evaluation team comprised of personnel from the Whitehorse Fire Department and Financial Services. The evaluation team followed the Consulting Services Selection Procedures policy.

ALTERNATIVES

1. Authorize Administration to award the contract as recommended
2. Refer the proposed amendment back to Administration for further analysis.

ANALYSIS

The proposals were evaluated in accordance with criteria established in the Council Policy on Consulting Services Selection Procedures, as follows:

1. Project Team
2. Methodology & Approach
3. Past Relevant Experience & Performance

4. Project Schedule
5. Adjusted Fees
6. Local Preference

The analysis of proposals is a two-step process where all proposals are first evaluated on the first four technical criteria. Proposals that score at least 80% on these criteria move on to the second stage of evaluation.

The latter stage evaluates the final two criteria (local content and fees) which are scored based on a set formula established in the Consulting Services Selection Procedures policy, including the rating for local content set at zero as authorized by Council.

The fee proposal submitted by Emergency Management & Training Inc. is in the amount of \$76,104.00 (not including GST).

While this project was targeted for issuance and completion in 2020, due to COVID-19 this was not possible.

ADMINISTRATIVE RECOMMENDATION

THAT Council authorize Administration to award the contract for consulting services for a Fire Services Review to Emergency Management & Training Inc., for the amount of \$76,104.00 (+GST).

ADMINISTRATIVE REPORT

TO: Public Safety Committee
FROM: Administration
DATE: November 30 th , 2020
RE: Emergency Management Plan

ISSUE

Updated Emergency Management Plan

REFERENCES

Municipal Act
Emergency Measures Bylaw 2013-36
Proposed Emergency Management Plan (attached)

HISTORY

The *Municipal Act* section 192 (1) requires that Council establish an Emergency Measures Commission by bylaw. This has been done via Bylaw 2013-36, the *Emergency Measures Bylaw* (and predecessor bylaws). Bylaw 2013-36 states that among other responsibilities, the Emergency Measures Commission is responsible for the creation of a municipal emergency plan.

A previous City of Whitehorse Emergency Management Plan was adopted in 1998.

ALTERNATIVES

1. Adopt the proposed Emergency Management Plan as a guiding document.
2. Refer the matter back to Administration.

ANALYSIS

The purpose of a municipal Emergency Management Plan (EMP) is to serve as a foundational document to guide civic staff in their roles as Emergency Operations Center (EOC) members. It also provides a framework for planning, response and recovery from an emergency event which is or may be affecting large portions of the community, or the provision of essential services. An EMP is not a rigid 'how to' document, but instead a flexible management tool which can be utilized and adapted to meet the needs of an emergency or crisis support operation. The decisions, plans and actions arising from the EOC are the result of the knowledge, expertise and collaboration of the staff operating under the organizational umbrella of the EMP...not because of it.

The updated EMP is a transformative tool which replaces the previous 1998 document with a plan that aligns with accepted industry best practices.

It must be recognized that the content of the document is primarily foundational and to be effective, no element is invariable. The success of emergency operations, as supported by this document, require flexibility to adapt to the incident as it evolves.

Specific action plans (Crisis Communications Plan, Public Safety Protection Plan and hazard specific plans such as a Wildfire Plan, etc.) may be referenced within the EMP, but reside as separate plans which can be referenced when necessary.

Administration proposes that the Emergency Management Plan be adopted as a guiding document, understanding that this status provides general direction from Council to Administration to proceed with the plan as presented while recognizing that it will be reviewed regularly and may require adjustments in response to specific emergency situations.

ADMINISTRATIVE RECOMMENDATION

THAT Council approve the proposed Emergency Management Plan as a guiding document.



Emergency Management Plan

This page intentionally left blank.

Index

SECTION I - Introduction	5
1.0 Introduction	6
1.1 Authority	6
1.2 Definitions	6
2.0 Purpose	6
2.1 Scope and Approach.....	7
2.2 Risk Comprehension.....	8
2.3 Hazard Identification and Risk Assessment	8
2.4 Summary of Natural Risk Events	9
2.5 Summary of Human/Technological Risk Events.....	12
SECTION II – Implementation of the Emergency Management Plan and Emergency Operations Centre	15
3.0 Plan Implementation	16
3.1 Emergency Measures Commission	16
3.2 Emergency Control Team	17
3.3 Emergency Response Goals	17
3.4 Declaration of an Emergency.....	17
3.5 Cancellation of a State of Emergency.....	18
3.6 Plan Review and Maintenance	19
3.7 Emergency Management Plan Training Exercises.....	19
3.8 Emergency Operations Centre	19
3.9 Closure of the Emergency Operations Centre	20
4.0 Incident Command System	21
4.1 Incident Management by Objectives	22
4.2 EOC Organization	22
4.3 EOC Section Descriptions.....	23
4.4 EOC Member Responsibilities	24
4.5 EOC Set-up Checklist – All Positions	27
5.0 Emergency Call-Out Procedure	28
5.1 Emergency Call-Out List.....	29
5.2 Emergency Call-Out Activation	29
SECTION III – Crisis Communications Plan	30
6.0 Crisis Communication Plan	31
6.1 Crisis Communications Team	31
6.2 Crisis Communications Objectives	31
6.3 Information Flow During an Emergency Incident.....	31
7.0 Hazard Identification and Assessment	31
7.1 Incident Probability.....	32
7.2 Incident Consequence	32
8.0 Public Information Officer	32
8.1 Media Relations Responsibilities	33

8.2 City of Whitehorse Website and Social Media Accounts	33
8.3 Public Information Hotline	33
8.4 Council Liaison	33
8.5 Staff Liaison	34
8.6 Assessment and Review of Crisis Communication Plan	34
<i>SECTION IV Extraordinary Measures</i>	35
9.0 Evacuation	36
10.0 Shelter-In-Place	36
<i>SECTION V Hazard Specific Response Plans</i>	38
12.0 Major Risk Hazards	40
13.0 Moderate Risk Hazards	40
14.0 Minor Risk Hazards	40
15.0 Negligible Risk Hazards	41
<i>SECTION VI Appendices</i>	42
A: Definitions	42
B: Declaration of a Local State of Emergency Form	43
C: Extension of a Local State of Emergency Form	44
D: Cancellation of a Local State of Emergency Form	45

Section I

Introduction

Introduction

The Emergency Management Plan (EMP) is an overarching framework for the City of Whitehorse to rely upon during emergency events. Its central purpose is to protect residents of Whitehorse through coordinated efforts with partners in the community, in the event of an emergency. The EMP identifies the structures and responsibilities of City elected representatives and staff in addressing emergency situations.

There are five strategic objectives of the Emergency Management Plan:

- i. To protect and save human lives
- ii. To protect property and the environment
- iii. To maintain public confidence
- iv. To reduce economic losses
- v. To enable a rapid and systematic recovery.

1.1 Authority

In the Yukon, municipalities are obligated to establish emergency plans in accordance with *The Civil Emergency Measures Act, 2002*. This legislation requires that municipalities:

- Establish an Emergency Management Committee
- Appoint an Emergency Coordinator, and
- Prepare an emergency plan.

The City's Emergency Measures Bylaw (2013-36 or successor) establishes the Emergency Measures Commission, setting out its responsibility to prepare an EMP.

1.2 Definitions

Appendix A contains the definitions of relevant terms for this document.

2.0 Purpose

The purpose of the City's EMP is to provide the framework for actions by the City to ensure the health, safety, and welfare of residents, businesses, and visitors when the City is faced with an emergency situation. The aim of the EMP is to provide the earliest possible coordinated response in order that the following be assured:

- The protection and preservation of life, health, property and the environment;
- Minimization of the effects of an emergency or disaster on the City and its inhabitants;
- The maintenance and/or restoration of essential services;
- Business continuity and recovery from the effects of an emergency or disaster.

2.1 Scope and Approach

The City's emergency planning will employ a comprehensive approach to ensure development of policies and procedures for risk reduction, community resilience, emergency response and recovery capabilities in unison.

The EMP will provide an overarching framework for disaster management and disaster response by identifying and planning for four phases:

- Prevention and mitigation;
- Emergency preparedness;
- Emergency response; and
- Community recovery and resiliency.

Prevention and Mitigation: This includes hazard identification, risk assessment, and implementation of policies and programs to avoid or mitigate hazards in order to reduce the potential loss of life or damage to property and to protect the environment.

Examples of instruments available to the City to implement prevention and mitigation initiatives include public education, land-use and zoning management, building and maintenance of protective structures, FireSmart fire prevention measures, modifications to building codes and economic incentives.

Emergency Preparedness: The City prepares for emergency events by developing, reviewing and updating a variety of hazard specific emergency response plans. This includes policies and plans to ensure that first responders are able to respond quickly and efficiently and provide relief during an emergency event. It requires well developed organizational structures, trained personnel, and thorough plans and procedures.

As part of its emergency preparedness measures, the City may enter into agreements for the provision of certain goods and services from suppliers, prepare inventories of necessary equipment, and conduct ongoing training programs. The City may also enter into mutual aid agreements with emergency response partners.

Response: This is the process by which the City provides immediate assistance to residents and affected sections of the community in an emergency event. Response operations address immediate threats and issues related to the incident, aim to save lives of residents, ensure the safety of first responders, protect property, and render affected areas safe.

Fire, ambulance and internal municipal stakeholders respond to small-scale emergencies in the City on a daily basis. However, large-scale emergencies may require a response from the territorial or federal government, and non-government organizations. Municipal responses to higher level emergencies may include activation of the Emergency Operations Centre (EOC), linkage and coordination with the Yukon government's Emergency Measures Organization (EMO) including potential activation of Emergency Social Services (ESS), and/or evacuations.

Recovery and Resiliency: These are the measures intended to be put in place through which the affected areas of the community are assisted in restoring a proper level of function following the conclusion of the emergency event. Creating a plan early for the recovery of the community can assist in shortening the period of disruption to essential services. There are generally three recognized phases of community recovery:

- Immediate Short-term. To support and meet the immediate needs of residents, businesses and community infrastructure affected by the event, including restoration of essential services to the level where response agencies are no longer required to maintain them.
- Medium Term. To continue the coordinated support response to affected areas of the community in the reconstruction of physical infrastructure, restoration of the economy and/or environment, and support for the emotional, social and physical state of affected residents. This phase of the recovery may persist for weeks and months following the conclusion of the emergency event.
- Long-term. To continue the established coordinated processes from the medium-term phase for as long as necessary following the emergency event.

2.2 Risk Comprehension

The success of any emergency management plan and associated programs depends on the comprehension of the risks and hazards confronting the City of Whitehorse. The City's ability to respond to and recover from emergency events is contingent on the planning and training that City staff put into mitigation, preparedness, response and recovery.

2.3 Hazard Identification and Risk Analysis

A Hazard Identification and Risk Analysis (HIRA) is a crucial component in the construction of an emergency management plan. By identifying the frequency and severity of possible hazards, the City can better develop plans to reduce the likelihood and impact of the occurrence of an emergency event, as well as increase the community's resiliency.

In 2017 Calian Emergency Management Solutions conducted a Hazard Identification and Risk Analysis for the City. Calian developed matrices for natural and man-made/technological hazards where the severity of their consequences were mapped against their likelihood of occurring.

2.4 Summary of Natural Risk Events

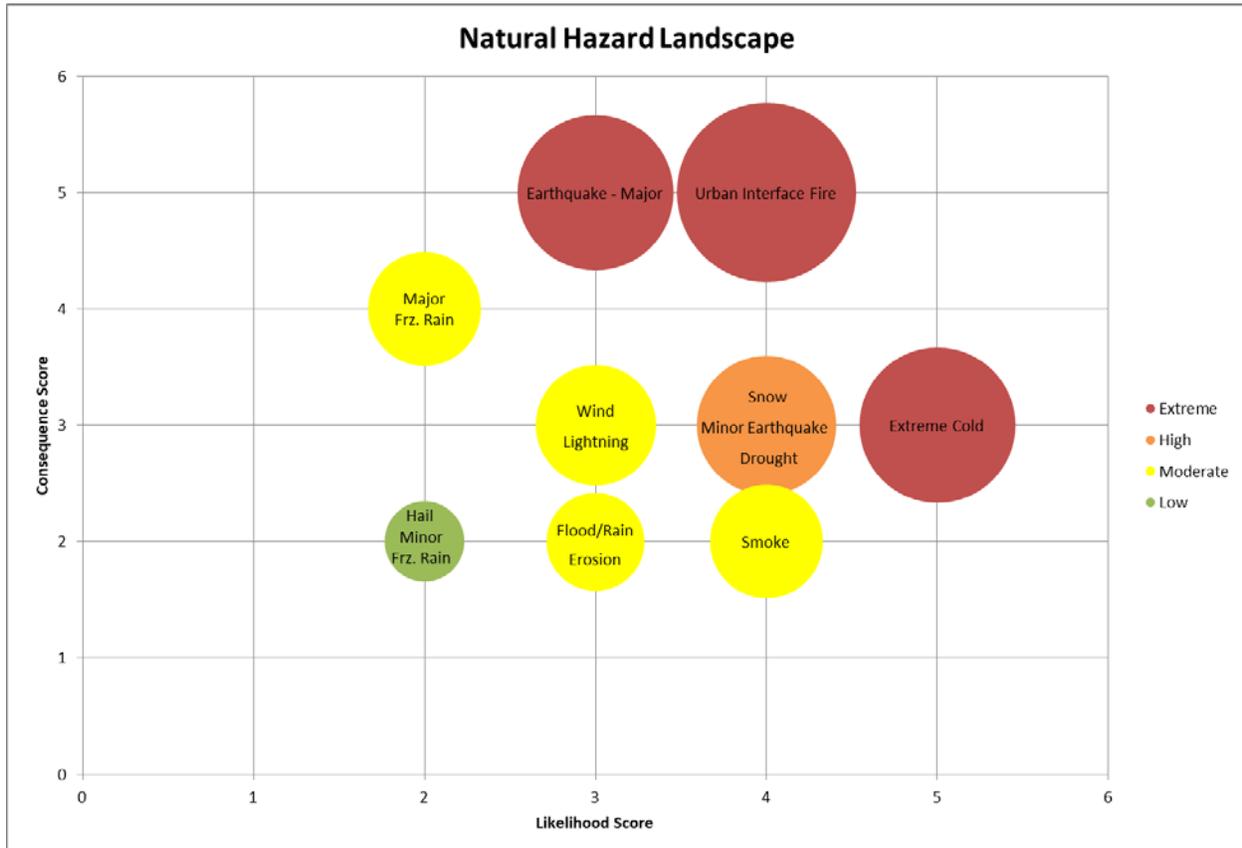


Fig. 1: From Calian's HIRA showing the predicted likelihood of a natural hazard occurring on the x-axis, and the severity of the consequence from a hazard plotted on the y-axis. The risk scores are indicated by the colour of the hazard.

2.4-a Urban Interface Fire

Due to the location of the City within the boreal forest, wildfire is a continuous hazard facing the community. The prevalence of yearly wildfires in the Yukon is greatly influenced by climatic conditions. Snowfall, rainfall, and warm, spring winds all contribute to the extent and duration of the Yukon's wildfire season. Anthropogenic activities – such as building within the urban-wildland interface/intermix, dense stands of conifers in close proximity to City neighbourhoods, and suppression of the natural fire regime – have increased the risk and the possible consequences of wildfire.

Lightning strikes are responsible for the majority of wildfires in the Yukon, with the remainder starting as a result of human actions related to recreational or industrial activities. In times of drought or low precipitation Yukon Department of Environment will enact fire bans and may restrict recreational and industrial activities in forested areas in close proximity to the City of Whitehorse.

2.4-b Earthquake – Major

Whitehorse is located within relatively close proximity to the Denali Fault, the Queen Charlotte – Fairweather Fault, the Transition Fault, as well as the tectonic junction of the Pacific and North American plates. Seismic activity along the junction of these two plates results in numerous earthquakes each year.

A major earthquake would pose a serious threat to structural failures of buildings and critical infrastructure in the City. These structural failures could then act as a trigger for other hazard incidents to occur – for example fires from downed electrical lines, water supply disruption, power failure, or telecommunications failure.

2.4-c Extreme Cold

Given the City's location north of the 60th parallel it is expected that Whitehorse experiences below freezing temperatures over the course of the winter. Whitehorse experiences average daily temperatures of -15.2° C during the month of January, and an average year round temperature of -0.2° C. The coldest temperature recorded in the City of Whitehorse was on Jan. 21st, 1906 with a low of -56.1° C (Environment Canada, 2010).

In the event of an extreme cold event, the City could experience disruption of essential services in some neighbourhoods through incidents such as water line breaks or downed electrical lines.

2.4-d Snow/Blizzard

Whitehorse receives on average 142 cm of snowfall each year (Environment Canada, 2010). A blizzard or heavy snowfall event is a relatively frequent occurrence in the City. A blizzard event constituting an emergency situation would be one which would disrupt access of emergency vehicles and create access issues for vulnerable sectors of the population.

2.4-e Drought

Annual average precipitation for the City is approximately 262 mm, with 161 mm of this being rainfall (Environment Canada, 2010). Drought conditions in the Whitehorse area would substantially increase the wildfire risk. Long periods of deficit rainfall and drought conditions can lead to substantial declines in ground water levels. In turn, this can result in a decrease in the base-flows of streams, decrease the available supply of local small-yield wells, and lower water levels in area lakes.

2.4-f Earthquake – Minor

A minor earthquake would threaten critical infrastructure within the City of Whitehorse. It could result in water supply disruptions, or power outages.

2.4-g Wind Events

Wind events are a result of high energy, straight-line winds or microburst gusts that possess wind speeds in excess of 80 km/hr. Winds of this velocity pose a threat to elevated electrical lines, and may damage structures.

2.4-h Lightning

Lightning can be responsible for the ignition of wildfires in close proximity to the City. Lightning strikes may also result in power outages if a transmission line or transformer station sustains a direct strike.

2.4-i Freezing Rain

When winter precipitation falls as freezing rain or drizzle, heavy ice accumulations may result in significant damage to critical infrastructure, structures, and vehicles. The resulting damage may be magnified if freezing rain is accompanied by high winds.

2.4-j Smoke

As witnessed in Yellowknife in 2014, smoke from nearby fires can result in an emergency event within a community. Dense smoke can pose a threat to the health of elderly and immunocompromised residents, requiring them to shelter-in-place or to seek medical care. Heavy smoke can also cause access issues if air and ground traffic become restricted due to lack of visibility.

2.4-k Flood/Rain

The Yukon River drainage basin above the City encompasses approximately 33,670 km² (USGS, 2000). However, floods due to spring runoff are largely mitigated by the presence of the Whitehorse Rapids Hydroelectric Dam. Winter flooding events that develop as a result of ice jamming during freeze up have occurred in Whitehorse (Environment Canada, 2020), and threaten to restrict traffic in neighbourhoods in close proximity to the river, and possibly disrupt essential utility services.

As climate change alters weather patterns, Whitehorse may experience more severe summer storms. Incidents of heavy rainfall may result in flash flooding events.

2.4-l Erosion

The clay cliffs above the downtown area of Whitehorse may potentially erode and slump, leading to landslides. This could result from heavy rains, spring snow melt, or seismic activity.

2.4-m Hail

Damage from hail can be rather extensive. It has the potential to flatten crops and gardens, strip trees of foliage, damage roofs and siding, and can result in treacherous driving conditions.

2.5 Summary of Human/Technological Hazards

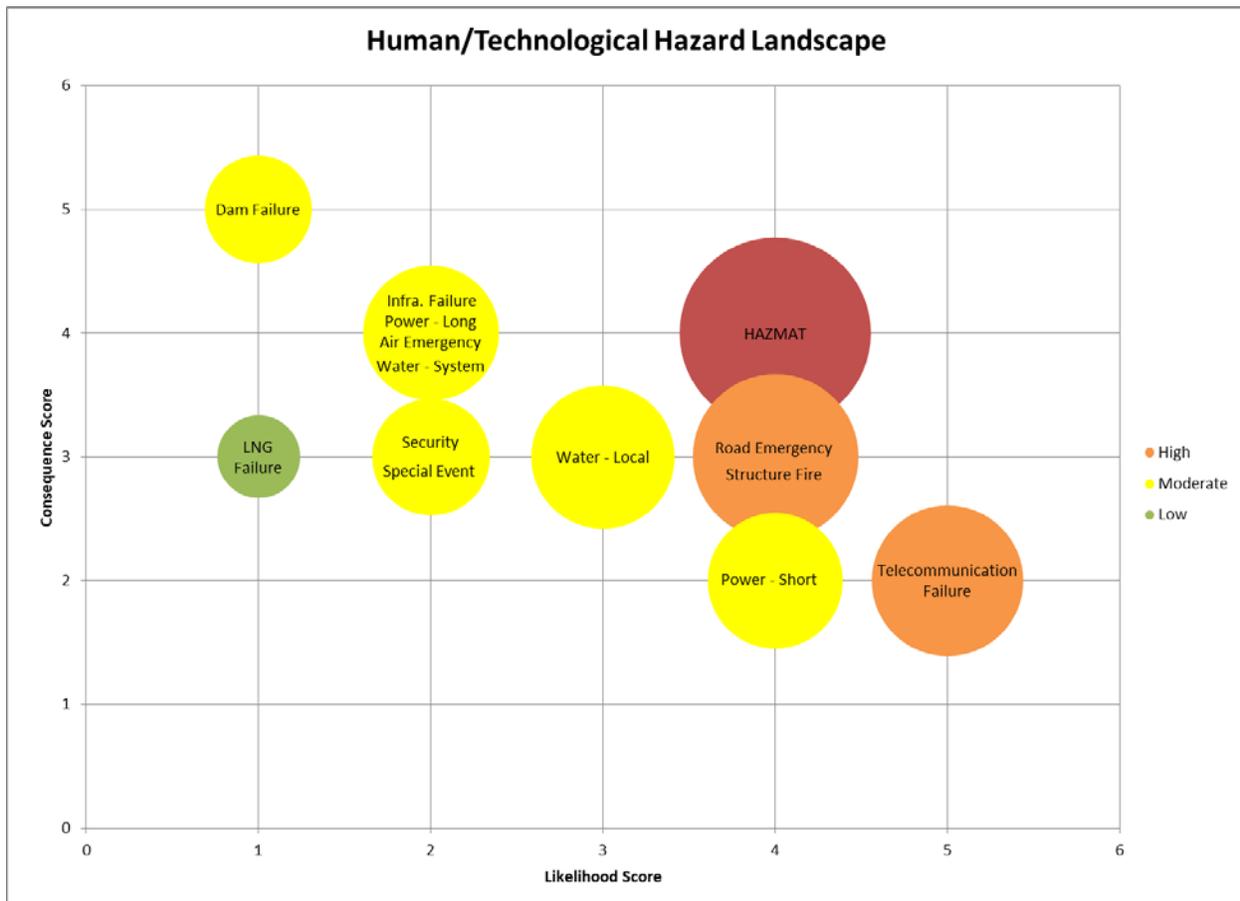


Fig. 2: Calian's matrix of likelihood of a human/technological hazard incident occurring plotted on the x-axis, and the severity of the consequence plotted on the y-axis. The colour of the hazard incident indicates the risk score.

2.5-a Hazardous Material Release

The transportation of dangerous goods in the Yukon is governed by the *Dangerous Goods Transportation Act, 2002* and the associated regulations. Section 7 of the Act mandates that all dangerous goods transporters prepare an emergency plan for a "possible discharge, emission, or escape of dangerous goods from any container, packaging or vehicle."

A dangerous goods spill is an accidental discharge, emission or release of a biological, chemical or radiological substance that is hazardous to public health and safety during the act of transporting the good(s) or during handling at a dangerous goods storage site. Accidents or even leakage of dangerous goods can pose a threat to public health and safety, and contamination of the local environment.

2.5-b Structure Fire

A major structural fire is an uncontrolled fire in a populated area beyond the City's normal response capabilities.

The threat of a major structural fire in Whitehorse is not as prominent as it is in other municipalities. The City's unique planning has resulted in neighbourhoods that are separated by large portions of green space, and would discourage a runaway urban fire. However, there would be the threat of a structural fire developing into an urban interface fire which could have devastating consequences.

2.5-c Road Transportation Emergency

A major traffic accident on the portion of the Alaska Highway that travels through Whitehorse could result in a mass casualty event, hazardous material release, in addition to creating access issues if the highway had to be closed to traffic for an extended period of time.

2.5-d Telecommunications Failure

A telecommunications failure is the widespread breakdown or disruption of normal communication capabilities in the municipality. These failures include telephone outages, loss of local government radio facilities, and long-term interruption of electronic broadcast services.

2.5-e Localized Water Emergency

A water emergency constitutes a compromise of the water treatment and delivery systems. This can result in potability issues, the inability to distribute drinking water, or the inability to distribute water for fire fighting purposes. Another consequence of such a compromise may be public health issues resulting from water sanitation issues that have gone unnoticed or have not been communicated to the public.

2.5-f Power Failure

A loss of electrical power generating capabilities as a result of a natural or human hazard event would result in some heating and cooling issues within the City, a loss of communications, and the possible loss of critical services and infrastructure.

2.5-g Infrastructure Failure

An infrastructure failure is comprised of a loss of infrastructure that is critical to the daily functioning of the City. Examples of this would be the loss of the bridge, failure of communications towers, and loss of access to roads. These events would most likely be the result of another hazard affecting the City.

2.5-h Air Transportation Emergency

The flight path for aircraft utilizing the Erik Nielsen International Airport travels over significant sections of the City, including residential areas and City infrastructure such

as the Operations Building, Public Safety Building, and Takhini Arena. A crash on this flight path could substantially reduce the City's capacity to respond to an emergency event. In addition, the topography around the airport can make it hazardous for first responders to effectively respond to runway overshoot incidents.

2.5-i National Security Incident

A threat to national security could result in an influx of travellers that have been rerouted to ensure their safety. A national security event could also entail some form of terrorist activity targeting residents or infrastructure of the City.

2.5-j Special Events

Large gatherings may require some level of activation of the EMP due to their size and the potential to create an emergency event. In instances where there are VIP visits, large sporting events, or national celebrations it may necessitate that the City undertake some form of emergency preparation.

2.5-k Dam Failure

A breach of the Whitehorse Rapids Hydroelectric Dam would cause a catastrophic flood of the Downtown and Riverdale neighbourhoods. However, the probability of such an event is extremely low, and is only likely to occur in the event of a major earthquake or due to a deliberate human action.

2.5-l LNG Plant Failure

Yukon Energy possesses a liquified natural gas generation (LNG) system for use as a backup electrical generation system. There exists the potential threat that the fuel containment system fails and the natural gas is released into the surrounding environment. The likelihood of such an event occurring is quite low due to the fact that the LNG system was recently constructed and is maintained to a high quality of care.

Section II

Implementation of the Emergency Management Plan and Emergency Operations Centre

3.0 EMP Implementation

When an emergency exists but has not been officially declared, department heads are authorized to take control as required to protect lives, property, infrastructure, and environment in the City. The procedure for municipal emergency services to initiate the EMP will follow as closely as possible the following initiation sequence.

1. If the size, potential hazard, or seriousness of the emergency or disaster appears beyond the capability or responsibility of the primary agency responsible for responding to it, then the responding agency may alert the City Manager, who may initiate the activation of the EMP in whole or in part. If the first responder is not an internal City department, then the agency will contact the City through 911 to the Whitehorse Fire Department.
2. The responsibility for the whole or partial activation of the EMP will belong to the City Manager. If the City Manager is not readily available, then the following City officials, in order of priority, are authorized to activate the EMP:
 - i. Any member of the Emergency Control Team (Outlined in Section 3.2).
 - ii. Any member of the Emergency Measures Commission (Outlined in Section 3.1).
3. Upon activation of the EMP, the Operations Section Chief will immediately contact the Incident Commander (IC) in charge of the City's response to the incident.
4. If the magnitude of the emergency or disaster requires actions beyond the normal procedures and authorities of the City, the City Manager may request the Emergency Measures Commission to declare a State of Local Emergency in accordance with Emergency Measures Bylaw 2013-36 (or successor).
5. If the implementation of all actions contained in the City's EMP and/or Emergency Measures Bylaw 2013-36 (or successor) are insufficient to control the emergency event or disaster, a request for assistance is to be made to the Yukon government EMO.

3.1 Emergency Measures Commission (Policy Group)

Pursuant to the Emergency Measures Bylaw 2013-36 (or successor), the Emergency Measures Commission is responsible for issuing a declaration of a Municipal State of Emergency, represents the City at press conferences, and addresses issues that may have political implications.

Mayor

- a. Chairs the Emergency Measures Commission;
- b. Declares a State of Local Emergency; and

- c. Acts as the senior spokesperson for the Emergency Measures Commission and the City's emergency organization.

3.2 Emergency Control Team

The City's Emergency Control Team shall be responsible for the implementation of the EMP, supporting field-level emergency and/or disaster operations, and managing corporate interests. Members of the Emergency Control Team will be the primary staff contacted in an emergency event, though not all members may be required depending on the nature of the event. The Emergency Control Team should be composed of:

- City Manager
- Director of Infrastructure and Operations
- Director of Community and Recreation Services
- Director of Development Services
- Director of Corporate Services
- Fire Chief
- Manager of Strategic Communications

The Emergency Control Team may also include any City staff relevant to the emergency response.

Members of the Emergency Control Team shall be responsible for ensuring a department emergency plan dealing with the service that the member represents has been developed.

3.3 Emergency Response Goals

In an emergency response situation there are some generally accepted goals that the Emergency Control Team will seek to achieve. In order of priority these are:

1. Provide for the health and safety of all responders.
2. Save lives.
3. Reduce the suffering of residents.
4. Protect public health.
5. Protect critical infrastructure.
6. Protect the property of residents.
7. Protect the environment.
8. Reduce the economic and social losses of the City and its residents.

3.4 Declaration of an Emergency

Where extensive measures are required to protect property and the health, safety, and welfare of the public, the mayor may declare a local emergency in accordance with Section 7(1) of the *Civil Emergency Measures Act, 2002*, which states:

The mayor of a municipality may declare that a state of emergency exists in the municipality if:

- (a) the mayor has reasonable grounds to believe and does believe that a substantial danger to public safety or to property in the municipality exists or is imminent as the result of fire, explosion, flood, earthquake, landslide, weather, epidemic, transportation accident, electrical power failure, nuclear accident or any similar disaster; and*
- (b) the mayor is authorized to declare the state of emergency by resolution of the council passed after its consideration of the occurrence of events that reasonably may be expected to lead to the need to declare the state of emergency.*

In consultation with the EOC Director (City Manager or designate), the Mayor will exercise a conscientious effort to obtain consent from the other Council members before declaring a municipal state of emergency.

The emergency declaration will be made in writing and signed by the Mayor or designate. The declaration must include:

- Nature of the emergency or disaster;
- Geographic boundaries within which the declaration will apply;
- Date of the declaration; and
- Signature of the Mayor.

If possible, it is also recommended that the emergency declaration include:

- A map showing the geographic area affected by the emergency or disaster.

The declaration of a state of emergency by the Mayor must be published before it becomes effective. Upon such a declaration being made, the Emergency Control Team will undertake all reasonable efforts to notify the public.

A draft copy of the Declaration of Municipal State of Emergency Form is available in Appendix B.

3.5 Cancellation of a State of Emergency

A municipal state of emergency declaration expires at the end of 48 hours from the time the declaration was made. Sections 7(3) and (4) of the *Civil Emergency Measures Act, 2002* state that cancellation of the local declaration can occur when:

- *the Minister or Lieutenant Governor in Council cancels the Municipal State of Emergency;*
- *the local authority declares the Municipal State of Emergency to be cancelled; or*

- *the Municipal State of Emergency is superseded by a state of emergency issued by the Minister or Lieutenant Governor in Council.*

A declared Municipal State of Emergency will be cancelled when an emergency or disaster is considered to no longer exist. The Mayor may issue a cancellation order or the Council may execute the cancellation by resolution or bylaw. How a declaration is cancelled is not dependent on how it was initialized.

Cancellation may apply to part or all of the affected areas covered by the previously made declaration.

For the same reason cited above, either a Mayor order or Council resolution is recommended to expedite the process.

Once declared, the cancellation must be submitted to the Minister responsible for the *Civil Emergency Measures Act, 2002* through the regional EMO office. The declaration shall then be published and released to the public.

A sample form for a Cancellation of a Local State of Emergency is available in Appendix C.

3.6 Plan Review and Maintenance

The Fire Chief and Deputy Fire Chief will be responsible for reviewing the EMP on an annual basis, following staff training exercises, and any actual emergency events. If any modifications are necessary, they are to be submitted to the City Manager for approval.

3.7 Emergency Management Plan Training Exercises

City staff will require opportunities to practice the actions necessary to respond to an emergency situation. This will allow managers to assess the abilities of City personnel to perform the required duties outside of an actual emergency event. City staff should undertake training exercises on an annual basis, which should include but are not limited to:

- Table top simulation exercises;
- Phone call-out exercises; and
- A review of the EMP by department heads.

3.8 Emergency Operations Centre (EOC)

The Emergency Operations Centre is the headquarters from where City management will operate during an emergency.

Primary EOC Site: Public Safety Building

305 Range Rd.
Main Floor

Secondary EOC Site: City Hall
2121 2nd Ave.

Tertiary EOC Site: To be determined in the event a tertiary site is needed.

Primary members of the EOC will include the Emergency Control Team members (as required).

EOC support staff may include:

- Communications assistants
- Alternates to Department Heads
- Other city staff as necessary (i.e. to respond to inquiries via the Public Inquiry Line, etc.)

Each member of the EOC must have a designated alternate who can carry on in the event that a department head is not available. In the event of a prolonged emergency or disaster the EOC Control Team should give consideration to utilizing these department alternates as it will give members of the EOC time to rest and recuperate.

The primary EOC possesses an operations centre, communications room, and a meeting room. It also has cooking facilities and rest areas for staff. The building is equipped with a black start generator capable of providing continuous power for the entire building.

The primary EOC should also possess (at a minimum):

- A map of the City of Whitehorse
- Dry erase boards
- Telephones for each member of the EOC Control Team
- Briefing packages for each department head
- Backup electrical generator

3.9 Closure of the EOC

The decision to close the EOC is based or made by the EOC Director, who is typically the City Manager.

An emergency event is considered to be over when there is no longer a threat to people, property or environment. It may be necessary to continue staffing levels in the EOC if:

- Evacuated citizens have not returned to their homes; and/or
- Restoration of essential services (e.g., water, sewer, electricity) has not been completed.

Following the conclusion of the emergency event, all departments and agencies involved in the response will be required to provide a report describing their actions, problems encountered over the course of the event, and any other pertinent information.

4.0 Incident Command System

The Incident Command System (ICS) is a standardized system that provides for a coordinated, efficient and effective system for handling the demands of emergency events and disasters. The ICS also provides standardized language for use during emergency events, which serves to reduce incidences of miscommunication among staff responding to an emergency event. It is the standard for emergency management programs across Canada and is currently utilized by the Yukon Government EMO. The following diagram uses ICS principles in the design of the management structure of many emergency management organizations.

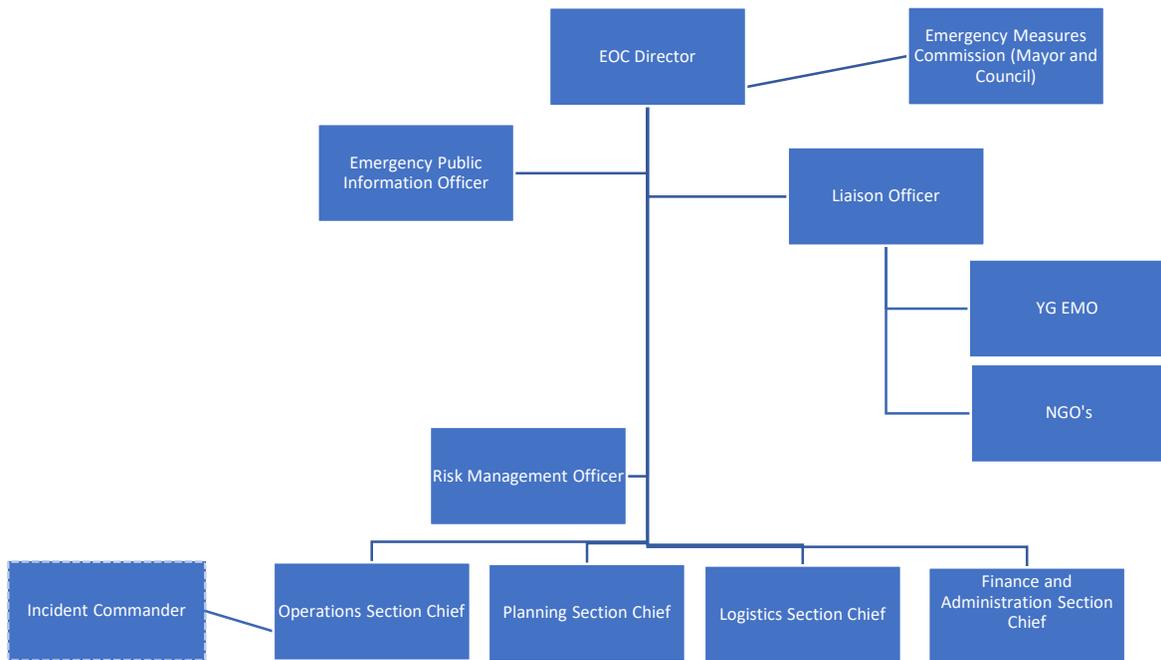


Figure 1 Chart depicting the Incident Command Structure hierarchy of command in the EOC. Mayor and Council are kept apprised of developments within the EOC, but do not physically enter the EOC. The Public Information Officer, Liaison Officer and Risk Management Officer serve as command staff reporting directly to the EOC Director.

4.1 Incident Management by Objectives

Major emergency events and disasters typically require additional resources, policy decisions, and undertaking extraordinary measures to resolve the incident. The EOC is the facility within which City staff coordinate with each other and outside agencies in developing an effective response and recovery. The EOC possesses the primary role in setting objectives and priorities which will likely have an impact on resource allocations and incident level planning. The EOC is responsible for supporting the coordination and deployment of emergency resources and on-scene operations.

Incident Command will be employed to direct and control the emergency response regarding on-scene activities. The Incident Commander (IC) is the ranking official on-scene from the department or agency that would have primary responsibility and/or authority over on-scene operations. An Incident Command Post (ICP) will be established at or near the incident site for the IC and the command staff to direct the on-scene tactical operations. The EOC will set and approve the objectives to be accomplished by the response efforts and the IC determines how best to achieve these objectives through appropriate strategies and tactics at the incident site. The IC is also responsible for ensuring that all pertinent information regarding the incident flows back to the EOC, thus ensuring that the EOC is able to supply the public and media with valuable information, as well as ensuring that the EOC allocates the necessary resources for the IC to carry out their responsibilities.

During a major emergency event, it may become necessary to establish a unified command structure on-scene for the coordination of activities between multiple levels of government and outside agencies. This team approach facilitates achieving the objectives of each organization and provides the necessary tactical coordination on-scene to facilitate response and recovery efforts.

When utilizing the ICS, management by objectives involves four essential steps which are applied to all emergency events, regardless of size or complexity:

- An understanding of agency policy and direction;
- EOC Managers establishing incident objectives;
- Selecting appropriate strategies for addressing the incident; and
- Perform tactical direction that aligns with the strategy, ensuring appropriate resources for the response and assessing performance.

4.2 EOC Organization

The functions performed from the EOC are divided into five sections as outlined in the ICS organizational structure:

- Management/Command
- Operations Section
- Planning Section

- Logistics Section
- Finance and Administration Section

4.3 EOC Section Descriptions

Operations Section (DOERS)

- Communicates operational needs to appropriate EOC personnel;
- Assists EOC Director in developing support objectives and strategies for the current and future Operational Periods;
- Supports field level tactical operations;
- Gathers situational information from the incident site, responds to the evolving needs of groups working in the field, and recommends adjustments to action plans through the EOC Director; and
- Determines appropriate organization and staffing levels for the Operations Section.

Planning Section (THINKERS)

- Leads operational planning process;
- Organizes specialized planning teams, including (but not limited to) incident response planning, durational forecasting and incident scope prediction modeling, business resumption, and recovery planning;
- Conducts advanced planning, ensuring foresight in the development of plans to address potential issues likely to occur in subsequent operational periods;
- Manages and assesses the collection of incident related documentation, maintains an archive of Status Reports and EOC Action Plans associated with an emergency event;
- Development of Incident Action Plans, Operational Period Briefings, Situation Reports and all other formal incident specific documents;
- Responsible for the formulation of an After Action Report and Debrief upon incident conclusion; and
- Determines appropriate organization and staffing levels for the Planning Section.

Logistics Section (GETTERS)

- Provides telecommunication services, human resource services, information technology services, as well as organizing food services, lodging, and any other necessary support services for first responders;
- Coordinates closely with the Operations Section Chief to determine priorities for resource allocation within the operational area;
- Ensure that transportation requirements for response operations are adequately met;
- Ensures resource requests are approved, procured through authorized processes, tracked through Finance and monitored throughout the incident;

- Assists with the control and tracking of acquired resources through demobilization, and proper reporting of such to the Finance and Administration Section; and
- Determine appropriate organization and staffing levels for the Logistics Section.

Finance and Administration Section (PAYERS)

- Ensure that accurate financial records are maintained and documented throughout the emergency event;
- Establishes spending limits;
- Monitors section activities continuously and modifies emergency financial procedures as needed;
- Collects and maintains documentation of incident information for possible reimbursement, prepares and coordinates disaster financial assistance documents and claims if necessary;
- Tracks, documents, and reports on-duty time for personnel – including hired and contracted employees – working during the incident;
- Tracks any injury or WCB claims in addition to providing Human Resources assistance where required; and
- Determine appropriate organization and staffing levels for the Finance and Administration Section.

4.4 EOC Member Responsibilities

EOC Director: City Manager

Alternate 1: As assigned

Alternate 2: As assigned

The City Manager may act as the EOC Director or may delegate another person into that role depending on the nature of the event; and/or another agency that may have legal or legislative authority concerning the event. The EOC Director and the Operations Section Chief positions will always be activated in an emergency event.

Responsibilities

The responsibilities of the City Manager or Alternate during an emergency event are to:

- a. Activate the Emergency Control Team in whole or in part;
- b. Coordinate and direct the municipal response as per the EMP;
- c. Provide or request mutual aid when required;
- d. Determine if municipal resources are adequate or if additional resources are needed;
- e. Secure additional resources as required;
- f. Advise the Emergency Measures Commission of any necessary actions that should be taken which are not covered in the EMP;
- g. MAINTAIN A WRITTEN LOG OF ALL ACTIONS TAKEN; and

- h. Make a full report to Council after the completion of the emergency event.

Liaison Officer: As Assigned

Alternate 1: As assigned

Alternate 2: As assigned

Responsibilities

The primary responsibilities of the Liaison Officer or Alternate during an emergency event are to:

- a. Act as liaison with the Yukon government EMO;
- b. Act as the main contact for external agencies, government and mutual agreement partners and link to other activated Emergency Operations Centres;
- c. Coordinate any requests for tours with Public Information Officer;
- d. Work with Planning to ensure an EOC organization chart is posted and updated;
- e. Coordinate with Logistics to ensure adequate security measures are in place for EOC; and
- f. MAINTAIN A WRITTEN LOG OF ALL ACTIONS TAKEN.

Emergency Public Information Officer: Manager of Strategic Communications

Alternate 1: As assigned

Alternate 2: As assigned

Responsibilities

The responsibilities of the Public Information Officer (PIO) or alternate during an emergency event are to:

- a. Prepare self-help information for rapid distribution;
- b. Keep the public informed of significant developments occurring during the emergency;
- c. Arrange for media facilities at the EOC and at the site(s);
- d. Provide public information support and media control at the emergency site(s);
- e. Gather, process and disseminate information from emergency services; and
- f. MAINTAIN A WRITTEN LOG OF ALL ACTIONS TAKEN.

Risk Management Officer: To be chosen by the EOC Director depending on the nature of the event. Choices may include: Finance Services staff, Corporate Services staff, legal advisor, OHS staff.

Responsibilities

The responsibilities of the Risk Management Officer during an emergency are to:

- a. Evaluates risk to the Corporation in terms of the action plan and consults with the EOC Director in all matters of actual or perceived risk;

- b. Assists in ensuring the safety and wellness of EOC members, and if requested – field level responders through the Operations Section Chief; and
- c. MAINTAIN A WRITTEN LOG OF ALL ACTIONS TAKEN.

Operations Section Chief: As assigned based on the nature of the incident.

Alternate 1: As assigned

Alternate 2: As assigned

The Operations Section Chief may be delegated to another internal position, or an outside agency depending on the nature of the event, highly recommended that this position is filled with a senior department representative who can take ownership of the event. The Operations Section Chief and the EOC Director are the two positions that will always be activated in an emergency event.

Team Members: As assigned.

Responsibilities

The responsibilities of the Operations Section Chief or Alternate during an emergency are to:

- a. Activate Team Members as required;
- b. Maintain direct communications with Incident Commander;
- c. Receive and provide regular status updates with the Incident Commander;
- d. Receive and forward requests for equipment and personnel;
- e. Ensure that corporate priorities are met;
- f. Monitor the incident to determine future equipment and personnel needs;
- g. Coordinate agency responses off site (evacuations, etc.); and
- h. MAINTAIN A WRITTEN LOG OF ALL ACTIONS TAKEN.

Planning Section Chief: As assigned

Alternate 1: As assigned

Alternate 2: As assigned

Planning Section Chief may be delegated to another internal position, or an outside agency depending on the nature of the event.

Team Members: As assigned.

Responsibilities

The responsibilities of the Planning Section Chief or Alternate during an emergency are to:

- a. Activate Team Members as required;
- b. Collect, evaluate and display information about the incident;
- c. Develop long range plans including demobilization;

- d. Maintain resource status information on all equipment and personnel;
- e. Incident documentation;
- f. Prepare plans for recovery;
- g. Coordinate plans with technical specialists; and
- h. MAINTAIN A WRITTEN LOG OF ALL ACTIONS TAKEN.

Logistics Section Chief: As assigned

Alternate: As assigned.

Team Members: As assigned, but may include: Purchasing staff, and B&TS Staff.

Responsibilities

The responsibilities of the Logistics Section Chief or alternate in an emergency are to:

- a. Activate the Team Members as required;
- b. Be responsible for all services and support needs for the emergency responders;
- c. Work with vendors and suppliers to meet supply requests from Incident Commander and Operations Section Chief;
- d. Track and manage resource requests and communicate with Finance Section Chief to ensure cost tracking is accurate;
- e. Work with Finance Section Chief to code all resource requests appropriately and issue Purchase Orders and Service Agreements as required;
- f. Work with operations section chief during demobilization to ensure external resources are released in a timely manner and cost tracking is maintained; and
- g. MAINTAIN A WRITTEN LOG OF ALL ACTIONS TAKEN.

Finance and Administration Section Chief: Manager of Finance

Alternate 1: As assigned

Alternate 2: As assigned

Team Members: As assigned, but may include: Financial Reporting Supervisor, and Human Resources Manager.

Responsibilities

The responsibilities of the Finance and Administration Chief in an emergency event are to:

- a. Coordinate the procurement tracking costs of equipment and personnel;
- b. Monitor the costs of equipment and personnel;
- c. Coordinate any compensation and claims; and
- d. MAINTAIN A WRITTEN LOG OF ALL ACTIONS TAKEN.

4.5 EOC Set-up Checklist – All Positions

Activation Phase

- Establish security measures outside of EOC location, permitting only authorized staff into the EOC;
- Check in with the Personnel Unit (in Logistics Section) upon arrival at the EOC. Obtain an identification card and vest, if available;
- Complete EOC Check-In List (EOC 511);
- If you are a representative from an outside (non-jurisdictional) agency register with the Liaison Officer;
- Report to EOC Director, Section Chief, or other assigned supervisor, to obtain current situation status and specific job responsibilities expected of you;
- Set up your workstation and review your Position Checklist, forms and flowcharts;
- Establish and maintain a Position Log (EOC 414) that chronologically describes the actions you take during your shift;
- Determine your resource needs, such as a computer, phone, fax, stationary, plan copies, and other reference documents; and
- Participate in any facility/safety orientations as required.

Demobilization Phase

- Deactivate your assigned position and close out logs when authorized by the EOC Director or designate;
- Complete all required forms, reports, and other documentation. All forms and paperwork should be submitted through your supervisor to the Planning Section (Documentation Unit), as appropriate, prior to your departure;
- If another person is relieving you, ensure they are thoroughly briefed before you leave your workstation;
- Clean up your work area before you leave. Return any communications equipment or other materials specifically issued for your use;
- Leave a forwarding phone number where you can be reached;
- Follow EOC checkout procedures. Return to Personnel Unit (in Logistics Section) to sign out;
- Be prepared to provide input to the After Action Report;
- Upon request, participate in formal post-operational debriefs; and
- Access critical incident stress debriefings, as needed.

5.0 Emergency Call-Out Procedure

City management is encouraged to organize an emergency call-out in one of two ways:

- Designate one position and its alternate to call required employees; or
- Institute a “call-out tree” – whereby each staff member is required to call a predetermined number of people

Ideally, one person within each department shall be tasked with the emergency call-out. This person will be responsible for maintaining an up-to-date call-out list for their department. Employees who are listed as department heads or alternates will be required to keep a copy of the EOC call-out list at their office and at their homes.

5.1 Emergency Call-Out List

The Emergency Call-Out List should include the following:

- Staff member’s name, and position held with the City;
- Home, cellular and recreational property (if applicable) phone numbers;
- Home address;
- Email address; and
- Alternate contacts and their contact information.

5.2 Emergency Call-Out Activation

In the event of an emergency or disaster, the City Manager or acting EOC Director will initiate the emergency call-out. They will be responsible for notifying all department heads upon activation of the EOC. The Deputy Fire Chief must be made aware of any alterations to the primary EOC staffing personnel.

Department heads should identify employees in their department that will be involved in the EOC during an emergency event. These employees should be aware of their role(s) and responsibilities in the EOC, and be aware that they will potentially be contacted regarding an emergency event.

When City staff are contacted during an Emergency Call-Out it is important that they are provided with the following types of information:

- Nature of the incident;
- What location the employee should report to;
- Important route information (e.g., chemical spill or wildfire could result in some routes from their home being blocked); and
- Inquire as to their estimated time of arrival, which will allow one to follow-up with the employee if they have not arrived.

Section III

Crisis Communication Plan

6.0 Crisis Communication Plan

Purpose

The City's Crisis Communications Plan is intended to provide guidelines for quick communication from the incident site to the EOC, Mayor and Council, media, and ultimately Whitehorse residents and visitors during an emergency. This plan will assist the EOC management team in providing timely, effective and coordinated communication to internal and external stakeholders.

6.1 Crisis Communications Team

The Crisis Communications Team is responsible for the coordination, generation and dissemination of information to the public and relevant stakeholders. This team will work closely with the communications staff from connected assisting or cooperating agencies to ensure the messaging is appropriate, relevant, coordinated, and consistent.

This team will be led by the Public Information Officer and will ensure that the EOC Director approves all information releases as well as coordinating briefings and participation of the Policy Group team.

6.2 Crisis Communications Objectives

- To assess an emergency or possible emergency incident and determine the appropriate communication response from the City;
- Communicate factual information concerning the incident;
- Maintain the confidence of residents in the City's ability to manage the incident; and
- Coordination of information flow through EOC management, Policy Group and the public.

6.3 Information Flow During an Emergency Incident

It is imperative that information about the incident is quickly and accurately conveyed from the Incident Commander to the EOC, on to Mayor and Council, media, and the public. This ensures that the media and the public are provided with timely and factually accurate information regarding the incident.

7.0 Hazard Identification and Assessment

The threat of an emergency event may necessitate extraordinary action to prepare for the possibility of the event affecting the City (e.g., wildfire, flooding). Necessary precautionary measures for an incident may also require activation of the City's Emergency Communications Team.

When assessing the communication requirements of the City when faced with a prospective emergency event, managers should determine the potential of the incident becoming an emergency event and estimating the impact on the City. The recent Hazard Identification and Risk Analysis (HIRA) performed by Calian Emergency Management Solutions for the City of Whitehorse used a matrix in assessing the probability and consequence level of hazards that could potentially affect the City.

7.1 Incident Probability

- Rare – This will probably never happen or occur.
- Unlikely – Do not expect it to happen or occur but it is possible it may do so.
- Possible – Might happen or recur occasionally.
- Likely – Will probably happen or recur, but it is not a persisting issue or circumstance.
- Almost Certain – Will undoubtedly happen or recur, possibly frequently.

7.2 Incident Consequence

- Negligible – Minor first aid incidents; no appreciable infrastructure impacts; negligible systems issues; resolved in day-to-day management; minimal financial loss.
- Minor – Medical treatments and minor injury; minor damages only; inconvenient system interruptions; some financial implications; other quickly resolved impacts.
- Moderate – Hospitalizations or injuries; localized damage to infrastructure; short term system disruption; moderate financial impacts; other localized impacts.
- Major – Some loss of life and/or illness reported; infrastructure impacted; critical systems interrupted; significant financial impact; other major impact(s).
- Catastrophic – Wide-spread death and/or illness; facilities permanently destroyed or disabled; critical systems unavailable for extended periods; overwhelming financial implications; other disastrous impact(s).

8.0 Public Information Officer

The Public Information Officer (PIO) will be the main contact person for the media and will be responsible for preparing press releases in coordination with officials from other affected emergency response agencies. The PIO will also be responsible for the format and scheduling of all press conferences.

The PIO will be tasked with ensuring that residents within the area affected by the incident receive complete, accurate, and consistent information about life safety procedures, public health advisories, relief programs, assistance programs, and any other information deemed vital. The PIO will also be responsible in establishing a Toll-Free Public Information Service (either a hotline or call centre) that allows residents to access information and advice via telephone. In order to ensure that personnel staffing the hotline or call centre are able to provide timely and accurate information they will

require messaging sheets that contain confirmed and approved information from the PIO.

The PIO may require an Assistant during various stages of the emergency event.

It will be the duty of the PIO to ensure that EOC staff have access to messaging sheets and/or frequently asked questions (FAQ) sheets that enable consistent and accurate messaging within the EOC. The PIO will also cooperate with the EOC Director and Liaison Officer in coordinating VIP and visitor tours of the EOC facility when warranted. Ideally the PIO will also attend all incident Planning Meetings to ensure that the communications systems available for the incident can support the tactical operations being planned for the next operational period.

8.1 Media Relations Responsibilities

The PIO is to be the point person on all media relations and media releases for the EOC. The PIO will coordinate media releases with officials from other departments of the EOC or other affected emergency response agencies. In addition, the PIO will maintain good relations with the media, and ensure that the Communications Team monitors media broadcasts and articles verifying their accuracy.

8.2 City of Whitehorse Website and Social Media Accounts

The PIO will designate a staff member to maintain and update the City's website and social media accounts (Facebook, Instagram, Twitter). By keeping the City's online accounts current, it should reduce demand from the public for information via the City's hotline. This will also enable the PIO to supply a large number of residents and visitors with updated information using fewer resources.

8.3 Public Information Hotline

The PIO will be responsible for the establishment of a hotline that will provide the public with a venue to provide the communications team with information from residents about public concerns. Personnel from the hotline will be able to provide valuable information to the communications team regarding questions that are being brought forward by residents and visitors. Using the feedback from hotline personnel the PIO can tailor information sheets for hotline operators to better answer residents' questions.

8.4 Council Liaison

In most instances the PIO and EOC Director will be responsible for briefing Mayor and Council. At times it may be expedient for the Mayor to relay their briefing to the members of Council. There may be instances where the PIO will deem it necessary to

select a staff member to act as a Council Liaison, with the responsibility to relay information about the incident from the EOC to Mayor and Council.

8.5 Staff Liaison

Keeping City staff informed with accurate and timely information during an emergency event prevents the spread of misinformation. The Director of Corporate Services may be tasked with serving as the staff liaison during an emergency event. This will necessitate collaborating with the communications team on the development of accurate and appropriate information to be shared with City staff during scheduled briefing sessions. This will prevent the proliferation of rumours, and ensure that City staff are kept abreast of the activities undertaken in responding to the emergency event.

8.6 Assessment and Review of Crisis Communications Plan

The overarching purpose of a [Crisis Communications Plan](#) is to create a framework where the PIO or any alternate can enter the EOC and quickly gain an understanding of their responsibilities. This will assist in enabling the PIO and the Emergency Communications Team to confidently carry out the tasks and activities that they will be expected to conduct over the course of an emergency event using the Crisis Communications Plan and associated checklists and worksheets.

After the conclusion of an emergency event or training exercise, EOC managers will evaluate what aspects of the Crisis Communications Plan need improvement, and what aspects met performance objectives.

Section IV

Extraordinary Measures

9.0 Evacuation

Most emergency events in the City will be adequately handled by local first responders without the necessity of evacuation or requiring residents to shelter-in-place. However, there are certain types of emergency events that will pose enough of a threat to public safety (e.g., urban interface wildfire, chemical spill, flooding) that the evacuation of neighbourhoods or the entire City will be necessary to prevent loss of life. Upon the EOC issuing an Evacuation Alert, residents of the City will be notified through social media (Facebook, Twitter, and Instagram), traditional media (television, radio), mass notification services, mobile public address and door-to-door notification.

Evacuations will be considered when other response measures are insufficient to ensure public safety. Factors influencing the decision to evacuate include:

- The level of threat to the lives and well-being of residents and visitors;
- Urgency of the evacuation;
- Whether the environment poses a threat to the safety, health and welfare of residents;
- Meteorological conditions;
- Scale of the incident;
- The time frame required to move the population;
- The capacity of the City to address the threat or its impact;
- Damage to City infrastructure that results in:
 - Water, food resources are not available;
 - Shelter is no longer habitable or may become inhabitable;
 - Electricity is or will be unavailable for an extended period of time;
 - Health services, medical facilities, and medical transport are or will be unavailable to residents and visitors; and/or
 - Local emergency and/or public communication systems are inoperable.

The City has developed the [Public Safety Protection Plan](#) (PSPP) to provide guidance to the Mayor, Council, and EOC Directors during an emergency event requiring extraordinary measures such as evacuation or shelter-in-place. The PSPP provides the City with a detailed plan in the event that evacuation of residents becomes necessary to protect residents of Whitehorse.

10.0 Shelter-In-Place

Shelter-in-place orders will be given in instances where the emergency event poses a threat to the health and safety of residents if they were out of doors. Shelter-in-place may also be used in conjunction with an evacuation order, where certain neighbourhoods will require evacuation but for other neighbourhoods the safest option will be for residents to remain in their homes. Some of the instances where residents of a building or area may be required to shelter-in-place include:

- A release of hazardous materials that may affect the building or area;

- There is not enough time or warning to safely evacuate residents from the building or area;
- The release of hazardous materials is expected to pass over the area quickly;
- The source and nature of the hazardous materials release has not yet been identified;
- The incident involves an active shooter;
- The incident can be controlled before an evacuation would be completed;
- A safe evacuation route has yet to be verified; and/or
- Assistance is required by residents to safely evacuate.

During an emergency event the requirement for residents to shelter-in-place will be decided by the Incident Commander in consultation with the EOC. Residents and visitors will be notified of the requirement utilizing all appropriate methods of communication at the City's disposal. The City's [Public Safety Protection Plan](#) provides detailed guiding documents for City officials in the event that a shelter-in-place order is issued.

Section V

Hazard Specific Plans

Hazard specific plans are currently being developed as resources permit. Once completed, they will be filed separately from the EMP. As these plans speak to specific vulnerabilities in a community, they will not be shared publicly for security reasons.

Examples of Hazard Specific Plans include, but are not limited to:

12.0 Major Risk Hazards

12.1 Wildfire

12.2 Hazardous Material Release

12.3 Earthquake - Major

12.4 Extreme Cold

13.0 Moderate Risk Hazards

13.1 Snow/Blizzard

13.2 Drought

13.3 Earthquake – Minor

13.4 Structure Fire

13.5 Road Transportation Emergency

13.6 Telecommunications Failure

14.0 Minor Risk Hazards

14.1 Localized Water Emergency

14.2 Wind Events

14.3 Power Failure – Short Duration

14.4 Lightning

14.5 Infrastructure Failure

14.6 Freezing Rain – Major

14.7 Power Failure – Long Duration

14.8 Smoke

14.9 Air Transportation Emergency

14.10 Flood/Heavy Rain

14.11 System Wide Water Emergency

14.12 Erosion

14.13 National Security Incident

14.14 Special Events

14.15 Dam Failure

15.0 Negligible Risk Events

15.1 Hail

15.2 Dam Failure

15.3 Freezing Rain – Minor

Appendices

Appendix A: Definitions

Business Continuity: an ongoing process supported by senior management that seeks to ensure the necessary planning has been conducted and measures put in place to identify the impact of potential losses and maintain viable recovery strategies and recovery plans for the ongoing provision of vital services and operations following a disruptive event.

Command Staff: the command staff consists of the Emergency Public Information Officer, Safety Officer, and Liaison Officer. They report directly to the Incident Commander when at the incident site and to the EOC Director when the EOC is activated.

Council: the municipal Council of the City of Whitehorse.

Critical Infrastructure: interdependent, interactive, interconnected networks or institutions, services, systems and processes that meet vital human needs, sustain the economy, protect public safety and security, and maintain continuity of and confidence in government. Examples include utilities, hospitals, transportation, banks, and protective services.

Emergency Management: the overarching management activities concerning an all hazards approach, which includes risk management measures related to prevention and mitigation, preparedness, response and recovery.

Emergency Management: the overarching management activities concerning an all-hazards approach, which includes risk management measures related to prevention and mitigation, preparedness, response and recovery.

Interface Fire: a fire in an area where combustible wildland fuels are found adjacent to houses, apartments, commercial and industrial buildings, and any other structures.

Resources: includes food, animals, vehicles, vessels, aircrafts, implements, earthmoving equipment, personnel, and any other means of supplying a want or need related to the incident.

Shelter-in-Place: to remain in or seek shelter in a safe, indoor place or building during an emergency event.

Technical Specialists: personnel with special identifiable skills that can be utilized where required.

Appendix B: Sample Declaration of Local State of Emergency Form

DECLARATION OF MUNICIPAL STATE OF EMERGENCY

ORDER

WHEREAS *[type of hazard or emergency event]* in the City of Whitehorse;

AND WHEREAS *[explanation of ongoing or imminent threat to life or property];*

AND WHEREAS this *[type of hazard]* emergency requires prompt coordination of action or special regulation of persons or property to protect the health, safety or welfare of people or to limit damage to property;

AND WHEREAS section 265.02 of the *Municipal Act* (RSY 2002, c. 154) empowers the Council of the City of Whitehorse to take any temporary measure necessary to respond to and deal with an emergency;

NOW THEREFORE:

IT IS HEREBY ORDERED pursuant to Section 7(1) of the *Civil Emergency Measures Act* (RSY, 2002, C.34) that a Municipal State of Emergency exists in *[specific geographic boundaries of designated area]* due to *[short hazard description]* and *[short consequence statement];*

IT IS FURTHER ORDERED THAT the City of Whitehorse, its employees, servants and agents are empowered pursuant to Section 9 (2) of the *Civil Emergency Measures Act* to do all acts and implement all procedures that are considered necessary to prevent or to alleviate the effects of the emergency.

ORDERED by the Mayor of the City of Whitehorse this date *[date]* to remain in force for forty-eight (48) hours until *[date]* at *[time]* unless cancelled by order of *[name of local authority]* or the Minister responsible.

Mayor

Date

Appendix C: Sample Extension Request for Municipal State of Emergency

**EXTENSION REQUEST
FOR
MUNICIPAL STATE OF EMERGENCY**

WHEREAS life and property remain at risk due to *[short hazard description]* in the City of Whitehorse;

AND WHEREAS the Mayor of the City of Whitehorse has implemented and exhausted the Declaration of Municipal State of Emergency ending at *[date]* at *[time]*;

IT IS HEREBY REQUESTED pursuant to Section 7(3) of the *Civil Emergency Measures Act* (RSY, 2002, C.34) that the Yukon Commissioner in Executive Council make a Declaration of a State of Emergency pursuant to Section 6 (1) of the *Civil Emergency Measures Act* (RSY, 2002, C.34).

Mayor

Date Signed

Appendix D: Sample Cancellation of a Municipal State of Emergency

MUNICIPAL STATE OF EMERGENCY

CANCELLATION ORDER

Date: *[date]*

WHEREAS *[description of hazard and emergency]* in the City of Whitehorse;

AND WHEREAS this *[hazard type]* emergency no longer requires prompt coordination of action or special regulation of persons or property to protect the health, safety or welfare of people or to limit damage to property;

IT IS HEREBY ORDERED pursuant to Section 7 (4) of the *Civil Emergency Measures Act* (RSY, 2002, C.34) that a Municipal State of Emergency no longer exists in *[specific geographic boundaries of designated area]* and is therefore cancelled effective this date at *[time]*.

Mayor

Date

CITY OF WHITEHORSE
DEVELOPMENT SERVICES COMMITTEE
Council Chambers, City Hall



Chair: Jocelyn Curteanu

Vice-Chair: Stephen Roddick

November 30, 2020

Meeting #2020-25

1. New Business