



STRATEGIC PLAN
UPDATE 2017

Council Priorities | City of Whitehorse

Strategic Plan Update

The purpose of this Strategic Plan update is to build upon the community visions, values, and commitments made under the City's 2013-2015 Strategic Plan. Council's update will provide a common focus and priorities to be pursued into 2018 and establishes a commitment from the City to its citizens and stakeholders in guiding the City and giving direction to administration in development of operational plans and activities.

The Strategic Plan sets our direction for the future. On an annual basis, we will be reporting back to you with our progress and how this work is having a positive difference in making Whitehorse an even better city to live, work and play.

Why an update?

The City of Whitehorse involved Council, the public, and staff in developing the previous Strategic Plan. Given the strong foundation upon which that plan was built, combined with the imperative to identify the City's priorities for the future, Council has chosen to build on some of the remaining priorities rather than implementing a new plan. Those priorities include affordable housing, environmental health, planning for growth, and operational efficiencies.

MISSION STATEMENT

The proud, vibrant capital of the Yukon committed to working with our community to build a better city for all!

CORE VALUES

Respect. We treat each other and our customers with empathy recognizing that we are all proud members of the same community.

Honesty. We value personal integrity and being truthful.

Excellence. We pay attention to details and take personal pride in a job well done.

Entrepreneurial. We are proud of our pioneering heritage and have the courage to be creative in our work.

Visionary. We passionately embrace our challenge of continue to make Whitehorse an even better place to live and work.

Team. We are one team with a common goal of serving our community.



Where are we going?

By setting their priorities below, Council has provided direction to staff and partners on the outcomes hoped to achieved this term.



Planning for Growth

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Municipal planning affects residents' day-to-day lives as it shapes how our community grows, looks, and functions. By addressing future challenges facing our growing city now, we are preparing for tomorrow. This priority supports long term planning for the City through ensuring that adequate land is provided for residential, commercial, industrial, and recreational development in an organized and efficient way.



Affordable Housing

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Housing is more than shelter; it provides stability, security, and dignity. By working with our government and community partners we are striving to build a strong and inclusive city. This priority supports the provision of adequate and affordable housing to all citizens of Whitehorse through land development, legislative and regulation support, and advocacy.



How can you help?

Ask yourself...what kind of community would you like Whitehorse to become? If you want to retire here, or have your children stay and work here, what improvements must be made? Together, we will build on the foundation that has been laid as we work towards achieving the vision of a proud and vibrant community.



Operational Efficiencies

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We strive to meet resident needs in a cost-effective manner while ensuring a high quality of service and standards. This priority will consolidate nine aging buildings into one thereby reducing operating costs, increasing efficiencies, and eliminating costly building rentals. The new Operations Building will accommodate the continued growth of Whitehorse and provide positive economic impact for the community.



Environmental Health

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A sustainable Whitehorse is a community where healthy people, neighbourhoods, and the environment thrive. This priority supports the City championing an overall strategy for community waste management. Of top importance is for the City to collaborate with Yukon government on creating a consistent, effective system that reduces financial and environmental risk to the community.

Key Accomplishments & Future Planning Highlights

Affordable Housing

Accomplishment Highlights

- Fostered positive relations with First Nations and Yukon government
- Knowledge-sharing with First Nations government
- Progressive regulations (e.g. FN zone) that have cleared out future roadblocks for First Nations development
- Numerous land development initiatives, in partnership with Yukon government, to keep land supply ahead of demand, in order to protect from price escalation
- Began to address homelessness in partnership with Kwanlin Dün First Nation through Vulnerable People at Risk Initiative
- Collaboration on Safe at Home: An Action to End Homelessness in Whitehorse, with community partners and other levels of government

Future Planning Highlights

- Continue to build relationships with First Nations governments
- Continue to implement Yukon Housing Action Plan recommendations with partners
- Review and update Development Incentives Policy to focus on gaps in the housing continuum
- Advocate with other territories for more affordable housing funding from the federal government

Operational Efficiencies

New Operations Building:

Accomplishment Highlights

- Secure land (through lease) from Yukon government on Range Road
- New Operations building (Phase I) design awarded
- Constructed initial access to property
- Water and Sewer main added
- Reviewing Phase II and Phase III of the project

Future Planning Highlights

- Completion of 95% design of new Operations building
- Consideration to add Transit Expansion (Phase II) to be included in Phase I
- Request for Tender presented to Council
- If approved, construction to start in July 2017
- Details with respect to Phase II (Transit and Parks)



Planning for Growth

Accomplishment Highlights

- Fostered positive relations with First Nations and Yukon government
- Awarded contract for the Urban Containment Boundary expansion areas studies
- Awarded contracts for Robert Service Way and Downtown/Marwell plans which will place an emphasis on potential development opportunities
- Approved the zoning and subdivision for phase four of Whistle Bend
- Approved budget to do more planning in Whistle Bend
- Approved zoning amendments to increase density in comprehensive development zones

Future Planning Highlights

- Reconfiguration of City of Whitehorse parking lot at 6th Street and Main Street
- Additional hours to Transit Route 6 Whistle Bend - Copper Ridge, Granger
- Complete major planning exercises, including Urban Containment Boundary expansion areas, Downtown/Marwell Plan, Robert Service Area Plan, Whistle Bend next phases and Town Square
- Draft a comprehensive update to the Official Community Plan
- Assist First Nations with land development, legislation, and regulations

Environmental Health

Accomplishment Highlights

- Advocacy on collaborative solution with Yukon government via Association of Yukon Communities
- Provided large volume organics collection service and increased technical assistance and education for the business sector
- Eased enforcement timeline at the landfill to reduce cost burden on businesses
- Developed enforcement protocols for landfill operators
- Coordinated and hosted Solid Waste Association of North America (SWANA) landfill management training for Municipalities, Yukon government and First Nations
- Funded recycling through Diversion Credits as per budget
- Collaborated with community stakeholders on vision for reuse in Whitehorse

Future Planning Highlights

- Implement changes to Waste Management Bylaw to incorporate the requirement of Food service industries to have compost collection services
- Prepare for the requirement of Multi-family units to have compost collection services
- Examine passing the organics collection program to the private sector
- Offering a third Household Hazardous Waste Day collection event in 2017
- Education and outreach to all businesses, multifamily and institutions
- Perform a waste audit on landfill waste
- Consolidate waste handling procedures within the City to save money and ensure effective source separation



Department Plans

By setting its vision, Council has provided direction to staff and its partners on the outcomes it hopes to achieve this term. Based on this direction, staff have incorporated Council's priorities into their operations and financial plans.

Departmental planning exists to ensure continued operational efficiencies and to provide a framework for capital projects to be included into annual operational plans. This helps ensure that projects progress while maximizing the satisfaction of stakeholders and user groups.

Business & Technology Systems

- Improve and modernize the City's information technology infrastructure
- Develop an enterprise framework for IT program management and IT service management
- Plan and support modern IT infrastructure for the new Operations Building
- Implement next generation of enterprise systems

Bylaw Services

- Manage technology and equipment resources to maximize department efficiency and enforcement
- Invest in staff safety and training to provide professional development
- Increase safety in community through citizen education and engagement
- Identify and develop inter-departmental processes to strengthen inter-department enforcement services
- Build relationships that lead to engaged partnerships

Economic Development

- Complete an Agriculture & Food Production Strategy
- Complete an Industrial Land Supply Study
- Implement the resource development readiness report recommendations
- Implement Entertainment & Retail Strategy
- Continue to implement the Community Economic Development Strategy

Engineering Services

- Rebuild infrastructure that is identified as priority to be sustainable, climate resilient, built to current standards and regulations, and meet immediate and future demands
- Continue to provide a safe and sustainable drinking water supply to respond to, and meet, immediate and future needs
- Continually improve Engineering's Asset Management Practices
- Ensure all land development and infrastructure work done for City ownership/ responsibility is designed and constructed to City standards

Environmental Sustainability

- Assist departments to improve environmental performance
- Monitor and report on Whitehorse Sustainability Plan targets and successes
- Encourage the public, community organizations, and City staff to pursue Whitehorse Sustainability Plan goals
- Develop education and outreach programs and materials
- Provide leadership and support to advance active and healthy communities

Financial Services

- Improve processes and financial systems to reduce corporate risk and increase efficiency
- Implement a fair, transparent, and competitive corporate procurement process that mitigates risk and meets stakeholder needs
- Develop and update corporate financial policies to minimize corporate risk and lead to the implementation of a long term financial planning model to ensure sustainability of the City

Fire Services

- Educate partners on the City services provided and the resources required
- Meet evolving industry standards to ensure the safety of staff and citizens
- Commit to an annual planning and regular review process that involves a collaborative approach
- Continue to update the comprehensive training plan to ensure safety standards are met

Human Resources

- Complete union contract negotiations
- Strengthen the City's safety program
- Improve effectiveness of the Human Resources information system software
- Create intranet site for internal safety services and internal communications

Legislative Services

- Gain support for effective implementation of an intranet
- Create internal engagement opportunities through assessment and revision of policies and administrative directives identified in the Gap Analysis
- Develop a coordinated records management plan
- Provide corporate leadership in good governance
- Initiate preparation for the 2018 municipal election

Operations

- Improve safety records of departments through continued development of the safety program
- Develop/ review information gathering processes that will contribute to the implementation of the Asset Management Plan to provide relevant and financial operation information
- Complete functional design for the Operations and Transit Build

Parks & Community Development

- Be proactive and innovative in seeking public participation, and increasing public awareness to develop community spaces
- Trails Plan implementation
- Support community activities in park spaces
- Facilitate community partnerships for the development of park infrastructure programming

Planning & Building Services

- Develop a land management system for accurate land asset and interest tracking
- Convert property documents from paper to electronic formats to improve security and enhance customer service
- Address City-related action items from Government of Yukon Housing Action Plan
- Identify short-range options to support planning for growth and the development of affordable housing in the city
- Preparatory work to adopt new plans giving land use planning guidance for 20 years of growth

Recreation & Facility Services

- Identify technological advances to integrate systems for business improvement and enhanced service capacity
- Conduct a service capacity review
- Develop a plan to identify options for aging infrastructure to improve service delivery and improve efficiency
- Conduct a marketing and communications review to enhance public engagement
- Implement clear policies, procedures, and guidelines that address our current reality and meet public expectations

Strategic Communications

- Continue to create and deliver effective communications materials for the organization on an ongoing basis
- Build community support for the new Operations Building by initiating specific projects as part of the design and construction process
- Continue to develop and improve communications processes to improve efficiency and quality of information

Transit Services

- Leverage multiple mediums to improve public information that is both easily accessible and readable
- Continue to address the growing needs of the community through revision, improvement and expansion of Transit Services
- Integrate new technology to improve time efficiency and service to citizens

Water & Waste Services

- Improve safety records of departments through continued development of the safety program
- Implement divisional Asset Management Program
- Implement Fuel Storage Bylaw and/or Risk Mitigation Program
- Provide input to design and construction of Operations Building

Key Capital Projects & Plans

These capital projects and community plans have been identified to support Council's priorities. It does not inhibit Council's consideration of other projects and initiatives which align with their four priorities this term.

Projects	Description
New Municipal Operations Building	This project consolidates nine aging buildings into one thereby reducing operating costs, increasing efficiencies, and eliminating costly building rentals.
Downtown Reconstruction	Full reconstruction of Wheeler Street from 4th Ave to the Escarpment including replacement of sanitary and storm sewers, water mains, asphalt surface, installation of curb & gutter, and landscaping.
Hillcrest Design & Reconstruction	Reconstruction of the Hillcrest neighbourhood is important for long-term sustainability to reduce repairs and maintenance costs to City and residents; improve fire protection; and eliminate wasting potable water through bleeding services.
Marwell Lift Station - Phase 2	Major upgrades including the installation of a bypass system, replacement of major pipes, replacement of valves, and installation of surge protection.

Plans Being Reviewed or Developed	Description
Transit Master Plan	This plan aims to be a practical and innovative document that outlines the actions, policies, and to fill “knowledge gaps” in the transit urban mobility vision.
Downtown/ Marwell Plans	This plan will create a blueprint for the future of the Downtown/ Marwell area.
Whitehorse Trail Plan	This plan gives guidance to the City for trail planning, development and programming.
Robert Service Way Area Plan	This plan will determine a vision for the remediation and recreational use of Ear and Hobo Lakes, explore development and servicing along the Alaska Highway; and review ball diamonds and campgrounds in the area.
Official Community Plan (OCP)	The OCP is developed in consultation with residents to help ensure that Whitehorse grows in a responsible and sustainable manner.

Council 2016-2018

The primary functions of a municipal council are to establish administrative policy, to adopt bylaws governing matters delegated to local government through the Municipal Act along with other Yukon government statutes for the protection of the public, and to levy taxes for these purposes. Municipal Council represents the citizens of Whitehorse, providing community leadership by serving as the legislative and policy-making body of the municipality. The Mayor and Council approve policy and budgets and provide direction to Administration for day-to-day service delivery.



Council is responsible for:

- Providing good government for its community
- Providing stewardship of the public assets of the community
- Providing works, services, facilities, and other items that the municipality considers necessary or desirable for all or part of the community
- Fostering the economic, social, and environmental well-being of the community

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