

CITY OF WHITEHORSE – STANDING COMMITTEES

Monday, February 17, 2014 – 5:30 p.m.

Council Chambers, City Hall

CALL TO ORDER

ADOPTION OF AGENDA

PROCLAMATION

DELEGATES

CITY OPERATIONS COMMITTEE

1. New Business

COMMUNITY SERVICES COMMITTEE

1. Handy Bus Policy Rewrite
2. New Business

PUBLIC HEALTH AND SAFETY COMMITTEE

1. New Business

DEVELOPMENT SERVICES COMMITTEE

1. Budget Amendment – Sustainability Plan Review
2. New Business

CORPORATE SERVICES COMMITTEE

1. Reschedule and Cancel Meetings
2. Marketing Strategy Adoption
3. New Business

CITY PLANNING COMMITTEE

1. Postpone Land Disposition Bylaws – 67 Wann Road & 706/708 Ogilvie Street
2. Zoning Amendment – 37-14th Avenue (Porter Creek)
3. New Business

CITY OF WHITEHORSE
CITY OPERATIONS COMMITTEE AGENDA

Date Monday, February 17, 2014

Location: Council Chambers, City Hall

Chair: Jocelyn Curteanu Vice Chair: Dave Stockdale



Pages

1. New Business

CITY OF WHITEHORSE
COMMUNITY SERVICES COMMITTEE

Date Monday, February 17, 2014

Location: Council Chambers, City Hall

Chair: Kirk Cameron Vice Chair: Mike Gladish



Pages

1. Handy Bus Policy Rewrite
2. New Business

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ADMINISTRATIVE REPORT

TO: Community Services Committee
FROM: Administration
DATE: February 17, 2014
RE: Handy Bus Policy Rewrite

ISSUE

Updating the Handy Bus Policy

REFERENCE

Proposed Amended Handy Bus Policy

HISTORY

The Handy Bus Policy was last reviewed in 2012. Some housekeeping items were identified and some client concerns have been expressed regarding eligibility criteria.

ALTERNATIVES

1. Approve the recommended changes to the Handy Bus Policy
2. Refer the proposed amended Handy Bus Policy back to administration
3. Do not approve recommendations to the Handy Bus Policy

ANALYSIS

Since 2012 a few housekeeping items have been identified in the Policy and there has been some feedback received on the eligibility criteria indicating the need for clarification. The recommendations are attempting to better address equity, accessibility and information related to the Whitehorse Transit System. Additionally, there was a need to enhance the screening criteria for all disabilities including physical, sensory, and cognitive. A CASM was held on December 10, 2013 to review the proposed changes with Council.

The significant changes being recommended in the policy include:

1. Presenting the information in a user-friendly fashion to enable users to easily find the information they are looking for.
2. Adding a definition of "disability" to the Policy. This definition was taken from the Easter Seal's report on mobility regarding transit systems.
3. Two new sections have been added that detail the process for registering eligible riders, as well as using the Handy Bus.
4. The City of Whitehorse will now commit to a 15-day turn-around time for processing applications, and the Transit Manager has the authority to request an in-person meeting with the applicant if necessary for additional information.

5. New eligibility criteria are outlined with a focus on physical, sensory, and cognitive accessibility to the conventional transit system.
6. New eligibility outcomes include Full, Conditional, Temporary, and Visitor access to the Handy Bus.
7. The reservation process is clearly described including the types of trips, priority of service, changes to reservations, and equitable access.
8. The applicant now has an opportunity, on the application form, to describe the challenges they face regarding traveling to a transit stop, waiting for the bus, and riding on a conventional bus.
9. The professional Medical Assessment Form can only be completed by a registered medical professional as described in the Policy. More emphasis is placed on physical, cognitive, and sensory abilities affecting the individual's ability to travel to the transit stop, wait for a bus, and ride on a conventional bus.

A Handy Bus Policy Q & A is attached for additional information.

The Persons with Disabilities Advisory Council (PDAC) reviewed the Draft Policy on November 8, 2013 and supported the Policy changes. No additional changes were identified.

Implementation of the Policy would include communication of the changes to current users, the general public and Health Care Professionals.

Not approving recommended changes to the Policy would mean that eligibility criteria would not be clarified and housekeeping items such as position titles would not reflect the current organizational structure.

ADMINISTRATIVE RECOMMENDATION

THAT Council approve the recommended changes to the Handy Bus Policy as presented

Revised Handy Bus Policy: Q&A

Q: What was the reason for updating the Handy Bus Policy?

A: The policy was revised to better address equity, accessibility and knowledge of the Whitehorse Transit System. Additionally, there was a need to enhance the screening criteria for all disabilities including physical, sensory, and cognitive.

Q: What significant changes have been made to the policy?

A: A number of notable changes have been made including:

1. The information is presented in a user-friendly fashion to enable users of the policy to easily find the information they are looking for.
2. A definition of “disability” has been added to the policy. This definition was taken from the Easter Seal’s report on mobility regarding transit systems.
3. Two new sections have been added that detail the process for registering eligible riders, as well as using the Handy Bus.
4. The City of Whitehorse will now commit to a 15-day turn-around time for processing applications, and the Transit Manager has the authority to request an in-person meeting with the applicant if necessary for additional information.
5. New eligibility criteria with a focus on physical, sensory, and cognitive accessibility to the conventional transit system.
6. New eligibility outcomes include Full, Conditional, Temporary, and Visitor access to the Handy Bus.
7. The reservation process is clearly described including the types of trips, priority of service, changes to reservations, and equitable access.
8. The applicant now has an opportunity, on the application form, to describe the challenges they face regarding traveling to a transit stop, waiting for the bus, and riding on a conventional bus.
9. The professional Medical Assessment Form can only be completed by a registered medical professional as described in the policy. More emphasis placed on physical, cognitive, and sensory abilities affecting the individual’s ability to travel to the transit stop, wait for a bus, and ride on a conventional bus.

Q: Can eligible riders access the conventional transit system for free?

A: No. Eligible riders still require a Handy Buss pass or conventional bus pass or have paid the appropriate fare to access the conventional system.

Q: How is this policy more equitable than the previous policy?

A: This policy does a better job of describing physical, cognitive and sensory eligibility criteria, and providing more options for eligibility outcomes. These changes will result in a screening process that will enable the City of Whitehorse to ensure that the individuals who require the Handy Bus service most, will have fair access.

Q: Can an individual visiting from outside Yukon access the Handy Bus service?

A: Yes. Proof of eligibility from another jurisdiction is required before access will be approved.

Q: How will this new policy affect current eligible riders?

A: All current eligible riders will be provided a copy of the new policy and be expected to be compliant. All existing eligibility arrangements will be honored until the specified expiry date, at which point riders will be required to re-apply using the new policy procedures.

CITY OF WHITEHORSE

COUNCIL POLICY

POLICY: **HANDY BUS**

PURPOSE: To describe the manner in which Handy Bus transit service will be delivered.

AUTHORITY:

1. ENABLING LEGISLATION

- 1.1. *Municipal Act: Part 6; Division 2; Section 265(k)*
- 1.2. *Yukon Human Rights Act. Sections 6, 7, & 8.*

2. POLICY STATEMENT

The Handy Bus provides public transportation to individuals whose permanent or temporary physical, mental, or medical condition prevents them from using the conventional public transit system, and that meet the eligibility criteria described in this policy.

3. OBJECTIVES

- 3.1. To provide a safe, reliable, equitable, and cost-efficient transportation service for eligible persons who are temporarily or permanently unable to use the conventional public transit system.
- 3.2. To increase accessibility to, and knowledge of, the City of Whitehorse transit system.

4. DEFINITIONS

“Handy Bus system” means the specialized accessible system that only approved eligible riders can access.

“Conventional system” means the he accessible conventional bus system that all citizens can access.

“Accessible Door” means the first exterior entrance designed for accommodating persons with physical disabilities and includes any entrance with level or approved ramp access, or any entrance the eligible rider is able to negotiate with minimal assistance from the driver.

“Attendant” means a person travelling with the eligible rider and who helps an eligible rider meet his or her personal needs.

“City Council” means the duly elected Council for the City of Whitehorse.

“City Manager” means the City Manager for the City of Whitehorse, or a designated representative.

“Designated Location” means the location specified for pick up or drop off of an eligible rider and includes the additional locations specified by the City of Whitehorse for non-residential locations.

“Director of Community and Recreation Services” means the Director of the Community and Recreation Services Division for the City of Whitehorse, or a designated representative.

“Disability” with respect to an individual means, a physical, sensory or cognitive impairment that substantially limits one or more of the major life activities of such individual; a record of such an impairment; or being regarded as having such an impairment.

“Driver” means a trained and qualified employee who, under the direction of the Transit Manager, operates the Handy Bus and/or conventional bus.

“Eligible Rider” means a person that Whitehorse Transit has registered and been approved for under this policy.

“Guest” means a person, other than an attendant, travelling with an eligible rider, and that has the same origin and destination of the eligible rider.

“Handy Bus Pass” means a monthly pass that gives eligible riders the ability to ride on the Handy Bus or conventional City of Whitehorse transit system.

“Late Cancellation” means a trip cancelled by an eligible rider without valid reason, after 4:00 p.m. on the day before the scheduled trip.

“No-Show” means an eligible rider who does not present themselves at the agreed pick up time or location, without a valid reason, or who cancels a scheduled trip within two hours of the pick-up time.

“Registered Health Professional” means a registered health professional such as a medical doctor, registered nurse, physiotherapist, psychologist, or occupational therapist.

“Service Animal” means a certified guide dog assisting, or being trained to assist, the visually impaired, deaf, physically disabled, or otherwise disabled persons.

“Short Notice Request” means a trip requested less than 24 hours in advance of the pick-up time.

“Transit Manager” means the Manager of Transit Services for the City of Whitehorse, or a designated representative.

“Valid Reason” means a sudden change in an eligible rider’s situation, beyond their control, that precludes him or her from travelling at their pre-arranged time.

“Visitor” means any person who resides outside of Yukon.

5. REGISTRATION OF ELIGIBLE RIDERS

- 5.1. It is the responsibility of the applicant to follow the application process as described in 5.3, 5.4, and if applicable, 5.8.
- 5.2. It is the responsibility of the applicant, or registered eligible rider, to inform the Transit Manager of any changes regarding their status including contact information and their ability to meet the eligibility criteria described in this policy.

Application Requirements

- 5.3. Applicants shall obtain and complete a valid and current Pre-registration Application Form, included as Appendix “A” in this policy, and submit it to the Transit Manager for consideration and final review/verification.
- 5.4. Applicants are required to ensure a registered health professional complete a valid and current Professional Medical Assessment Form, included as Appendix “B” in this policy. This form must be submitted to the Transit Manager by:
 - a) Mail from the office of the Registered Health Professional; or
 - b) The applicant, provided that the form is in an unopened envelope, sealed and stamped by the office of the Registered Health Professional.

Verification of Eligibility

- 5.5. Verification of eligibility will be conducted by the City of Whitehorse with sensitivity, confidentiality, and in a manner that protects the dignity of the individual.
- 5.6. The Transit Manager will review applications and notify all applicants if their application has been approved, within 15 business days.
- 5.7. The Transit Manager may seek an independent review, from an independent registered health professional, for further clarification on the applicant’s eligibility.
- 5.8. The Transit Manager may request an in-person meeting with the applicant for further clarification on the applicant’s eligibility outcomes.
- 5.9. If the review exceeds a 15-business day period, the Transit Manager may issue temporary access to Handy Bus Conventional services for the period required to make a decision.
- 5.10. Authorization to use the Transit services will commence once the application has been approved and the Transit Manager has provided the applicant with the respective terms and conditions associated with the approval.

Eligibility Criteria

- 5.11. Applications will be assessed based on their ability to demonstrate that the applicant has a particular disability or medical condition that limits physical, sensory, or cognitive accessibility to the conventional transit system, including getting to and from the transit stop, waiting for a bus, and riding on the bus.
- 5.12. Physical accessibility relates to architectural, design, and environmental characteristics that allow a person to travel from place to place. In particular, assessments will consider:
 - a) Differing abilities to walk, stand, or sit;
 - b) Navigation of environmental barriers;
 - c) Accommodation of mobility aids; and
 - d) Any other factor that might affect physical accessibility to the conventional transit system.
- 5.13. Sensory accessibility relates to aspects of design and information sharing that allows a person to travel independently. In particular, assessments will consider:
 - a) Differing abilities to hear and see;
 - b) The need for special auditory, tactile, or visual information to make travel possible; and
 - c) Any other factor that might affect sensory accessibility to the conventional transit system.
- 5.14. Cognitive accessibility relates to the ability of transportation-related directions, instructions, and signage to help individuals understand and learn. In particular, assessments will consider:
 - a) Differing abilities to assess orientation, safety awareness, memory, learning skills, problem solving, and navigation;
 - b) The need for specialized learning to enhance cognitive accessibility; and
 - c) Any other factor that might affect cognitive accessibility to the conventional transit system.
- 5.15. Applicants will also be assessed based on their ability to ride the transit system safely and with dignity, even if the rationale does not fall specifically within one of the above accessibility categories.

Eligibility Outcomes

- 5.16. Approved applications will fall into one of four categories for access to Handy Bus services: Full Eligibility, Conditional Eligibility, Temporary Eligibility, and Visitor Eligibility.

- 5.17. Full Eligibility will be granted when it is not reasonable to use the conventional transit system under any circumstance, regardless of weather, environmental barriers, time of day, etc.
- 5.18. Conditional Eligibility will be granted when the individual can be reasonably expected to make some trips on the conventional service. For example:
 - a) Variable path of travel limitations including snow, steep hills, etc.;
 - b) Seasonal limitations including cold weather, daylight hours, etc.;
 - c) A variable health condition where on some days it is possible to use the conventional system, other days not; or
 - d) Where it is possible for the individual to learn to use the conventional system through travel-training programs, but access to Handy Bus services is required in the meantime before training can occur.
- 5.19. Temporary Eligibility will be granted to an individual whose medical condition or disability prevents them from using the conventional system for a limited period of time. An individual can be granted Full or Conditional Temporary Eligibility.
- 5.20. Visitor Eligibility will be granted to any person that provides the Transit Manager with proof of eligibility from another jurisdiction the visitor will be required to pay the appropriate fares.

Extension of Eligibility and Re-certification

- 5.21. Requests for eligibility extensions for temporary eligibility may be made to the Transit Manager including rationale affected by:
 - a) Minor changes in status compared to the original information filed in the application; and
 - b) Unanticipated variations in seasonal, environmental, or other factors affecting the ability of the eligible rider to use the conventional system.
- 5.22. An eligible rider is required to discuss any changes to his/her medical status with the Transit Manager annually, or once eligibility has expired.
- 5.23. Eligible riders are required to re-apply after their eligibility has expired.
- 5.24. The Transit Manager may require an eligible rider to either re-apply should major changes to his/her medical status become evident or participate in a travel-training program before reconsidering certification of conditional eligibility.

6. USING THE HANDY BUS

- 6.1. The Handy Bus services the same area as the conventional system, plus outlying areas for eligible riders requiring transport to medical appointments only.

Handy Bus Pass

- 6.2. A Handy Bus pass allows a rider access to the Handy Bus, as well as the conventional transit system, at any time during regular operational hours.
- 6.3. Handy Bus passes are non-transferable.

Reservations

- 6.4. Reservations for Handy Bus services will only be accepted from eligible riders or their designate as indicated on the Pre-Registration application form.
- 6.5. Subscription trips are pre-booked as regularly scheduled trips that occur on the same days of the week and at the same time. In particular:
 - a) A subscription reservation is created with one call, and the reservation will continue until a change is requested;
 - b) A maximum of one change over a three-month period is permitted for subscription reservations. Frequent changes will not be permitted;
 - c) Upon implementation of this policy or at any time when the service may be reduced, existing subscription trips within the set hours of service will be honored; and
 - d) The Transit Manager will establish and adjust limits for subscription trips to ensure an equitable balance between, and capacity for, subscription and demand-service trips.
- 6.6. Demand Service trips require a separate booking for each trip and are dependent on service availability, and are accommodated on a first come, first served basis.
- 6.7. Open-return trips, or trips without a fixed return time, will only be accommodated in exceptional circumstances. Pre-scheduled trips will be given priority.
- 6.8. Eligible riders shall notify the dispatcher as far in advance as possible of changes regarding their pre-arranged pick-up or drop-off. Specifically:
 - a) Changes should be made between the hours of 8:30 a.m.-4:30 p.m., Monday through Friday, including changes to Saturday trips; and
 - b) Drivers, at their discretion and in exceptional circumstances, may authorize changes requested outside of the above hours, but pre-scheduled trips will be given priority.

- 6.9. Eligible riders are requested to cancel unwanted trips as far in advance as possible, and before 4:00 p.m. on the preceding day, to ensure equitable access to Handy Bus services for other users.
- 6.10. Only one drop-off is permitted per trip. Drivers will not wait while eligible riders conduct their business at a drop-off location. A separate reservation is required.
- 6.11. Consistent late cancellations or no-shows may result in warnings or suspensions.

Riding the Handy Bus

- 6.12. Eligible riders are required to pay the appropriate fare or show their Handy Bus pass when boarding the Handy Bus.
- 6.13. Regular operating hours of the Handy Bus are 6:40 a.m. – 10:00 p.m. Monday through Friday and 7:40 a.m. – 7:00 p.m. on Saturdays.
- 6.14. To ensure the safe and efficient operation of the Handy Bus, eligible riders shall:
 - a) Treat Whitehorse staff and other passengers with courtesy and respect complying with the City's Respectful Workplace Policy;
 - b) Plan and prepare their travel so as not to delay the service and ensure equitable access to the service for other users;
 - c) Provide reasonable access to an external accessible door within sight of the Handy Bus at their scheduled locations. This includes arranging for such things as snow removal on steps or walkways, and assistance if required;
 - d) Provide correct addresses for pick-up and drop-off locations;
 - e) Be at their scheduled pick-up and drop-off locations and ready for transport by the scheduled trip time;
 - f) Not use radios or other media devices on the Handy Bus without earphones;
 - g) Not smoke on the Handy Bus;
 - h) Not transport hazardous materials such as corrosive or flammable liquids and explosives;
 - i) Inform the dispatcher at the time of reservation if the rider is to be travelling with an attendant, guest, portable oxygen unit, service animal, or a child that requires a child car seat;
 - j) If travelling with a child, secure and remove the child car seat from the Handy Bus, or have the rider's attendant do so;
 - k) Lock and secure doors at their residence as necessary prior to departing on trip. Drivers are not authorized to do so and are not responsible for the failure of a rider to do so; and
 - l) Not store parcels in the aisle or on empty seats.

- 6.15. Passengers riding in the Handy Bus seats are required to wear the seatbelts provided by the manufacturer or wear the Q-Strain safety equipment.
- 6.16. Wheelchairs, scooters and other mobility aids are permitted on the Handy Bus provided that:
 - a) They are in good working order with functioning brakes;
 - b) The combined weight of the passenger and mobility aid does not exceed 600 pounds;
 - c) They are secured in place before transport,
 - d) All wheelchair riders wear lap belts; and
 - e) They are secured using all available security devices. Eligible rider in wheelchairs or scooters must be secured using the Q-Strain belts provided.

Attendants, Guests, and Service Animals

- 6.17. Eligible riders may be accompanied by one attendant if it was identified on the Medical Professional Assessment Form and if assistance with any of the following is required:
 - a) Carrying parcels;
 - b) Accessing, embarking, and disembarking from the Handy Bus;
 - c) Entering the residence of the eligible rider; or
 - d) Any other additional assistance beyond what the driver can provide.
- 6.18. Attendants accompanying an eligible rider:
 - a) Ride free of charge;
 - b) Must be picked up and dropped off at the same location as the eligible rider;
 - c) Cannot be registered Handy Bus users; and
 - d) Must be made known to the dispatcher at the time of booking.
- 6.19. Eligible riders may be accompanied by a guest provided that:
 - a) Guests pay the regular fare;
 - b) The guest is picked up and dropped off at the same locations as the eligible rider;
 - c) That they are an immediate family member of the eligible rider; and
 - d) The guest is made known to the dispatcher at the time of booking.
- 6.20. Eligible riders may travel with a service animal, free of charge, provided that the information was included on the Medical Professional

Assessment Form and the dispatcher was made known at the time of booking.

Driver Authority and Responsibility

- 6.21. To ensure the safe and efficient operation of the Handy Bus, drivers shall:
- a) Deny service to any passenger who is not in compliance with this policy;
 - b) Provide a safe and comfortable ride;
 - c) Give priority to the approved schedule and pre-scheduled trips, but allow flexibility with respect to trip changes where possible;
 - d) Treat passengers with courtesy and respect;
 - e) Keep Handy Bus vehicle in sight at all times;
 - f) Upon request, escort eligible riders to and from the nearest accessible door that remains within sight of the Handy Bus vehicle;
 - g) Ensure the eligible rider is safely through the accessible door;
 - h) Not enter the residence of an eligible rider's residence except in the case of an emergency;
 - i) Adhere to the established schedule within the limits of safety and road conditions;
 - j) Wait at the designated stop up to a maximum of 10 minutes past the scheduled pick-up time;
 - k) Park the vehicle in a safe location at all times, including alternative pick-up or drop-off points should designated locations be deemed unsafe;
 - l) Ensure eligible riders and their mobility aids are secured using all available and required security devices; and
 - m) On Saturdays only, contact eligible riders prior to pre-scheduled pick up times to ensure eligible rider is ready for pick-up.

7. WARNINGS AND SUSPENSIONS

- 7.1. A record shall be kept of an eligible rider's no-shows and late cancellations, together with any reasons provided by the rider.
- 7.2. Warning letters will be issued for repeated no-shows and late cancellations. The letters will:
- a) Inform the eligible rider of the no-show and late cancellation policy;
 - b) Warn of possible suspension of service; and
 - c) Request the eligible rider to discuss the situation with the Transit Manager.

- 7.3. A warning letter will be issued if an eligible rider has 3 or more no-shows, or 6 or more late cancellations without valid reasons in one calendar month. Additionally:
- a) A second warning letter within a 6-month period will result in a 2-day service suspension and cancellation of the rider's subscription trip;
 - b) A third warning letter within a 12-month period will result in a 7-day service suspension;
 - c) A fourth warning letter within a 12-month period will result in service suspension until such time as the eligible rider has met with the Transit Manager to discuss their situation. Resumption of service will only occur once the Transit Manager is satisfied that the situation has been resolved in accordance with this policy.
- 7.4. For the safety and well-being of passengers, drivers, and the general public, Whitehorse Transit will not tolerate disruptive behaviour. Specifically:
- a) Disruptive behaviour refers to any violent, illegal or disorderly behaviour that endangers passengers or drivers. It includes but is not limited to derogatory behaviour, verbal abuse, insults and harassment as prohibited in the City's *Harassment and Respectful Workplace Policy*;
 - b) For serious disruptive behaviour, service will be suspended immediately until such a time that the eligible rider can demonstrate the behaviour is not likely to recur;
 - c) For less serious disruptive behaviour, a written warning will be issued to the eligible rider stating the offence and the potential for suspension of service if repeated behaviour continues; and
 - d) Where disruptive behaviour is a consequence of an eligible rider's cognitive disabilities, an attendant must accompany the eligible rider until the behavioural problem has been resolved.
- 7.5. The following sanctions apply to repeated instances of disruptive behaviour:
- a) First Sanction: Written Notice
 - b) Second Sanction: 30-day suspension
 - c) Third Sanction: 60-day suspension
 - d) Fourth Sanction: Permanent suspension

8. APPEAL PROCESS

- 8.1. Eligible riders have the right to appeal any sanctions or suspensions. The following steps shall be taken:

8.2. First Stage Appeals shall:

- a) Be made by telephone to the Transit Manager within 7 days of the date of the warning letter or letter imposing sanction;
- b) Apply to a first or second warning letter, or a first sanction; and
- c) Consider the finding of the Transit Manager as final and the matter not eligible for further appeal.
- d) Warning letters beyond the second letter, and sanctions beyond the second, third, and fourth sanctions, may proceed to second and third stage appeal process.

8.3. Second Stage Appeals shall:

- a) Be made in writing to the Director of Community and Recreation Services within 7 days of the date of determination of the first stage appeal;
- b) Ensure the Director of Community and Recreation Services reviews the matter and render a decision in writing within 14 days;
- c) Allow an eligible rider who believes that a decision of the Transit Manager on a First Stage appeal, or a decision of the Director of Community and Recreation Services on a Second Stage appeal, or an eligibility determination by Whitehorse Transit is discriminatory, or has not adequately addressed an issue of discrimination or harassment, to require the Transit Manager to refer the matter to independent complaints and resolution process. Such request must be in writing; and
- d) Allow the Transit Manager to refer the matter directly to the independent complaints and resolution process if they consider that matter can be more appropriately dealt with by the independent complaints and resolution process than through the first and second stage appeal process.

8.4. Third Stage Appeals

- a) Shall be made in writing to the City Manager within 7 days of the date indicated on the written decision of the Director of Community and Recreation Services.
- b) The City Manager will convene a hearing within 14 days to hear the matter and will render a decision in writing within 7 days.
- c) The findings of the City Manager shall be final.

8.5. Late requests for appeals will not be accepted.

9. APPENDICES

- 9.1. Appendix "A": Handy Bus Pre-Registration Application Form
- 9.2. Appendix "B": Medical Professional Assessment Form

APPENDIX A

Handy Bus Pre-Registration Application

Applicant Information:

Name: _____

Address: _____

City: _____ Postal Code: _____

Telephone: _____ Email: _____

- Check if you have had a Professional Verification Assessment completed by a registered health professional, as defined in the Handy Bus Policy.
- Check if you are applying for an extension or re-certification of eligibility.

Emergency Contact Information:

#1 Name: _____ **Relationship:** _____

Address: _____

Telephone: _____ Email: _____

- Check if this person will be making Handy Bus reservations on your behalf
- Check if this address will serve as an alternate drop off location (only used in cases when no one is home at you residence and you cannot be left alone)

#2 Name: _____ **Relationship:** _____

Address: _____

Telephone: _____ Email: _____

- Check if this person will be making Handy Bus reservations on your behalf
- Check if this address will serve as an alternate drop off location (only used in cases when no one is home at you residence and you cannot be left alone)

APPENDIX B

Professional Medical Assessment Form

This form is to be completed by one of the following registered health professionals: medical doctor, registered nurse, physiotherapist, occupational therapist, or psychologist.

This form will be used by the City of Whitehorse to determine whether the applicant in question qualifies for access to the Whitehorse Transit Handy Bus Services. It is requested that you be as specific and detailed as necessary to ensure an informed decision is made.

If at any time, additional information or clarification is needed, the City of Whitehorse may seek an independent review to determine eligibility.

The Handy Bus is a special curb-to-curb service for eligible persons who are unable to use the conventional public transit system with safety and dignity due to a temporary or permanent physical and/or cognitive disability.

It is important to note that the entire fleet of conventional buses consists of fully accessible, low-floor buses. As Handy Bus resources are limited, this service is available only to those who must depend on it for transportation.

Name of Applicant: _____

1. Is the applicant diagnosed with a permanent or temporary medical condition that may prevent him/her from traveling on the conventional public transit system?

- Yes, permanent condition
- Yes, temporary condition
- No
- Not applicable to my area of expertise

If yes, please specify (include approximate dates the service is required for if this is a temporary condition):

2. Does the Applicant have a temporary or permanent physical disability that may prevent him/her from traveling on the conventional public transit system?

- Yes, permanent physical disability
- Yes, temporary physical disability
- No
- Not applicable to my area of expertise

If yes, please specify (include approximate dates the service is required for if this is a temporary disability):

3. Does the Applicant have a temporary or permanent cognitive disability that may prevent him/her from traveling on the conventional public transit system?

- Yes, permanent cognitive disability
- Yes, temporary cognitive disability
- No
- Not applicable to my area of expertise

If yes, please specify (include approximate dates the service is required for if this is a temporary disability):

4. Does the applicant use a:

- | | | | |
|---------------------------|------------------------------|-----------------------------|--------------------------------------|
| a) Wheelchair? | <input type="checkbox"/> Yes | <input type="checkbox"/> No | <input type="checkbox"/> Do not know |
| b) 3-wheeled scooter? | <input type="checkbox"/> Yes | <input type="checkbox"/> No | <input type="checkbox"/> Do not know |
| c) Walker? | <input type="checkbox"/> Yes | <input type="checkbox"/> No | <input type="checkbox"/> Do not know |
| d) Cane? | <input type="checkbox"/> Yes | <input type="checkbox"/> No | <input type="checkbox"/> Do not know |
| e) Crutch? | <input type="checkbox"/> Yes | <input type="checkbox"/> No | <input type="checkbox"/> Do not know |
| f) Service Animal? | <input type="checkbox"/> Yes | <input type="checkbox"/> No | <input type="checkbox"/> Do not know |
| g) Other? Please specify: | _____ | | |

5. When traveling to and from a transit stop is the applicant able to:
- a) Navigate to and from a transit stop over a variety of surfaces and around physical and environmental barriers, such as curbs, trash cans, mail boxes, snow, ice, etc, (a distance of about 175m)?
 Yes No Do not know
 - b) Negotiate ramps?
 Yes No Do not know
 - c) Use street signs or other directional cues to get to the transit stop?
 Yes No Do not know
 - d) Understand and remember transit system information?
 Yes No Do not know
 - e) Find, reach and use push buttons for walk signals?
 Yes No Do not know
 - f) Cross intersections without the need for accessible pedestrian signals (devices that communicate pedestrian information in non-visual formats)?
 Yes No Do not know

Please elaborate any of the above points as necessary:

6. At the transit stop, is the applicant able to:
- a) Wait at the transit stop for up to 10 minutes?
 Yes No Do not know
 - b) Require adequate seating at the transit stop?
 Yes No Do not know

- c) Board the bus and pay the fare?
 Yes No Do not know
- d) Identify the appropriate bus?
 Yes No Do not know
- e) Identify required transit information on signs without large lettering, braille, or auditory cues?
 Yes No Do not know
- f) Feel comfortable and safe while waiting?
 Yes No Do not know
- g) Travel to and wait at the transit stop in poorly lit areas or at nighttime?
 Yes No Do not know

Please elaborate any of the above points as necessary:

7. On the transit vehicle, is the applicant able to:

- a) Recognize the destination and signal for the bus to stop?
 Yes No Do not know
- b) Feel comfortable and safe while riding the bus?
 Yes No Do not know
- c) Navigate safely, and with dignity, to and from any seat on the bus?
 Yes No Do not know

Please elaborate any of the above points as necessary:

8. Drivers, upon request, will assist eligible riders at their pick-up and drop-off locations to and from the nearest exterior accessible entrance within sight of the Handy Bus in a safe parking position. If the applicant requires additional assistance beyond what the driver can provide, or cannot be left alone on the bus to care for him or herself while in transit, an attendant **is** required. Do you feel that the applicant requires an attendant?

Yes No Do not know

If yes, please specify why:

I confirm that the above information is accurate and based solely on my professional assessment.

Signature of Registered Medical Professional Date

Printed Name: _____ Position: _____

Organization: _____

Telephone: _____ Address: _____

Please return the completed form in a sealed and stamped envelope **marked confidential** to:

The Whitehorse Transit Department
2121 Second Avenue
Whitehorse, YT, Y1A 1C2

OR

Provide the completed form to the applicant for submission, provided that:

- It is in a sealed and stamped envelope **marked confidential**
- The envelope is from your office and clearly labeled with your return address

*Opened envelopes may not be considered for determination of eligibility.

CITY OF WHITEHORSE
PUBLIC HEALTH AND SAFETY COMMITTEE

Date Monday, February 17, 2014

Location: Council Chambers, City Hall

Chair: Dave Stockdale Vice Chair: Kirk Cameron



Pages

1. New Business

**CITY OF WHITEHORSE
DEVELOPMENT SERVICES COMMITTEE AGENDA**

Date Monday, February 17, 2014

Location: Council Chambers, City Hall

Chair: Betty Irwin **Vice Chair:** John Streicker



Pages

1. Budget Amendment – Sustainability Plan Review
2. New Business

1 - 6

ADMINISTRATIVE REPORT

TO: Development Services Committee
FROM: Administration
DATE: February 17, 2014
RE: Budget Amendment – Sustainability Plan Review

ISSUE

Budget amendment to increase capital project Sustainability Plans Review (600c00214)

REFERENCE

Attachment: two proposals for sustainability plans review
Capital Budget 2014 to 2017

HISTORY

The City's Integrated Community Sustainability Plan (ICSP) and the Strategic Sustainability Plan (SSP) were both prepared with Gas Tax funding and adopted in 2008. Both plans are now outdated and require review and updating. The SSP outlines the City's vision for becoming a sustainable community over the next 10 years, while the ICSP identifies infrastructure funding and maintenance priorities.

Two proposals were developed to update these plans:

1. One option focused on internal City engagement and included Open Houses and interviews to engage the public and key partners (\$40,000).
2. An expanded option included a creative art project in a public space to engage a broader audience (\$100,000). (see attachment for greater detail on both options)

Mayor and Council gave direction in September 2013 to submit an amendment to the Gas Tax Review Committee for the second option. The first option was submitted and approved in the capital budget while waiting for a response from the Gas Tax Review Committee.

Since that time, approval for the additional funding has been received from the Gas Tax Review Committee.

ALTERNATIVES

1. Amend project 600c00214 in the 2014 capital budget to increase the funding from \$40,000 to \$100,000.
2. Do not amend the 2014 capital budget and proceed with the project as planned with a budget of \$40,000.

ANALYSIS

The City has achieved a great deal of success with both the ICSP and the SSP, and updated plans will help build on that momentum and ensure the City's sustainability vision remains current, ambitious, yet practical.

ICSPs will no longer be required under the new Gas Tax Agreement; however identifying infrastructure funding priorities remains good practice. Furthermore, this project can be integrated with the City's increasing emphasis on asset management.

The second option for the review of the sustainability plans is more ambitious and has a greater focus on public engagement. An enhanced public engagement project that is unique, innovative, and visible will increase the profile of the review of the sustainability plans, and engage a broader section of the population.

As of December 20, 2013, the City's unallocated Gas Tax funds totaled \$683,179. Therefore there are sufficient funds to cover the additional \$60,000 proposed for the second option.

RECOMMENDATION

THAT Appendix "A" to Capital Budget Bylaw 2013-53 be amended to reflect an increase for the Sustainability Plans Review to \$100,000, funded from Gas Tax; and

THAT the Mayor and City Clerk be authorized to sign an amended Contribution Agreement with the Yukon Government.

Keys to success (From FCM Report Passing Go: Moving Beyond the Plan)	Oversight	Partner engagement	Community-wide actions	Monitoring and measurement	Communication
	Create a multi-organizational body to oversee implementation and to identify short-term actions. Assign staff coordinators.	Engage key organizations from different sectors and develop a way to continually expand the list of partners.	Enable organizations to implement the Sustainability Plan.	Develop a monitoring system to allow for adjustments along the way, and for plan renewal at appropriate milestones.	Design communication activities to enable networking and to reach citizens.
Option 1: Focus on internal commitment and existing public engagement strategies					
With this option, a review of the SSP and ICSP will occur with a focus on engaging City Council and staff to update the City's sustainability direction. Interviews with key partners will occur to determine their sustainability objectives, and public engagement will focus on existing practices, such as open houses.					
Planned activities	Creation of an internal committee to lead the review and implementation process.	Interviews with individual external partners to seek input on the review and determine their sustainability objectives. Bi-annual updates will be planned as opportunities to update key partners.	Public engagement opportunities (such as themed community cafés, facebook page, and website survey) to seek input from the public on the review of the SSP and ICSP. Through engagement activities, determine City-led objectives that will lead to community-wide change toward sustainability.	Invest time to ensure a simple yet effective monitoring system for each objective is developed. Design objectives so that "success" is defined.	Common venues for communication will be pursued (ads in traditional media, website, facebook, interviews, posters) to encourage public input and generate interest around sustainability. Design and create updated Sustainability Plan document.
Objective	To ensure sustainability is seen as a corporate responsibility and implementation of specific objectives is delegated to appropriate Departments.	To involve key partners in developing the City's sustainability vision and objectives.	To identify areas where City has mandate and leverage to influence community-wide change toward sustainability.	To develop practical monitoring plan to track progress. Monitoring is key to successful implementation of any plan. Objectives must be targeted and specific, with ongoing monitoring defined early on.	To ensure a wide spectrum of the community is aware of the City's sustainability planning and vision and encourage participation.

Resources	Existing staff can facilitate internal committee.	Existing staff can organize and undertake meetings with partners.	Existing staff can plan 2-3 in-person public engagement opportunities and update website. Minimal catering and venue required for public meetings.	Existing staff can research monitoring protocols and ensure objectives are clearly defined. Budget required to design and create monitoring framework.	Budget required for design and purchasing.
Budget	Existing	Existing	\$5,000	\$15,000	\$25,000
					Total: \$45,000

Keys to success (From FCM Report Passing Go: Moving Beyond the Plan)	Overight	Partner engagement	Community-wide actions	Monitoring and measurement	Communication
	Create a multi-organizational body to oversee implementation and to identify short-term actions. Assign staff coordinators.	Engage key organizations from different sectors and develop a way to continually expand the list of partners.	Enable organizations to implement the Sustainability Plan.	Develop a monitoring system to allow for adjustments along the way, and for plan renewal at appropriate milestones.	Design communication activities to enable networking and to reach citizens.
Option 2: Focus on partnership development and engagement via creative public expression					
This option builds on the internal collaboration of Option 1 by deepening collaboration with external partners and implementing a creative and exciting process for public engagement.					
Planned activities	Create a small internal committee to lead the review and implementation process. Identify key partners to form an Advisory Committee (Team Sustainability) to broaden scope and vision of sustainability planning and implementation. Maintain Advisory Committee following adoption of updated Sustainability Plan to assist with implementation.	Work with partner organizations to encourage them to define and adopt their own sustainability objectives. Identify ways to empower organizations to implement sustainability (i.e. environmental grant).	Design and implement a creative campaign to promote sustainability review, solicit input on public's vision for sustainability, and encourage sustainable choices. Campaign would divert from traditional public engagement meetings, and instead focus on soliciting input based upon creative interaction and artwork in public space.	Invest time to ensure a simple yet effective monitoring system for each objective is developed. Design objectives so that "success" is defined.	Primary communication tool is public art campaign. Promotion will occur in other venues, such as newspapers, radio, facebook, and website. Design and create updated Sustainability Plan document.
Objective	To ensure sustainability is seen as a corporate responsibility and implementation of specific objectives is delegated to appropriate Departments. Furthermore, broaden the responsibility for sustainability to the larger community, and ensure key partners are involved on an ongoing basis.	Identify areas where City has mandate and leverage to influence community-wide change toward sustainability. Encourage and empower key partners to adopt and implement their own sustainability objectives.	Engage public and solicit ideas and input in a creative and exciting way. Generate media attention to a wide audience about the City's sustainability vision and objectives.	To develop practical monitoring plan to track progress. Monitoring is key to successful implementation of any plan. Objectives must be targeted and specific, with ongoing monitoring defined early on.	To ensure a wide spectrum of the community is aware of the City's sustainability planning and vision and encourage participation.

Resources	Existing staff can facilitate internal committee and Advisory Committee. Budget includes external facilitator to develop strategy for engaging partners and facilitate meetings.	Budget to design a brand and strategy for soliciting commitment.	Design and marketing expertise required. Budget includes concept and strategy development, lay-out, coordination, implementation, and some advertising to encourage people to visit project and offer their input.	Existing staff can research monitoring protocols and ensure objectives are clearly defined. Budget required to design and create monitoring framework.	Budget required for design and purchasing.
Budget	\$15,000	\$10,000	\$50,000	\$15,000	\$20,000
Total: \$110,000					

CITY OF WHITEHORSE
CORPORATE SERVICES COMMITTEE AGENDA

Date Monday, February 17, 2014

Location: Council Chambers, City Hall



Chair: John Streicker Vice Chair: Betty Irwin

Pages

- | | |
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| 1. Reschedule and Cancel Meetings | 1 - 1 |
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| 3. New Business | |

Chairperson shall ask if there is anyone present who wishes to speak to the Committee

ADMINISTRATIVE REPORT

TO: Corporate Services Committee
FROM: Administration
DATE: February 17, 2014
RE: Reschedule and Cancel Meetings

ISSUE

Rescheduling and cancelling various meetings for 2014

ALTERNATIVES

1. Cancel and reschedule meetings as proposed
2. Do not cancel or reschedule the meetings.

ANALYSIS

The 2014 Strategic Alignment meetings are scheduled for the start of the last week in April. As Council and Senior Management will be attending these sessions, it would be convenient to reschedule the April meeting cycles to avoid overload and conflict. There are five Mondays in March, so there is an opportunity to adjust the schedule without cancelling any meetings.

In previous years council has allowed for a summer recess by implementing a summer schedule or by cancelling one or more meeting cycles. Council members have indicated that it would suit their schedules to cancel the second meeting cycle in August again this year. As there are five Mondays in September, an adjustment to the schedule to use the available last Monday will allow for the completion of the normal meeting cycle while still allowing for an extended break in late August–early September.

In accordance with the City's Procedures Bylaw a resolution is required to reschedule or cancel standing committee or council meetings.

ADMINISTRATIVE RECOMMENDATION

THAT council direct that the following changes be made to the 2014 meeting schedule:

1. Reschedule the standing committee meetings scheduled for April 7 and April 22 to March 31 and April 14 respectively; and
2. Reschedule the regular council meetings scheduled for April 14 and 28 to April 7 and April 22 respectively; and
3. Cancel the standing committee meeting scheduled for August 19 and the regular council meeting scheduled for August 25 to allow for a summer recess; and
4. Reschedule the standing committee meetings scheduled for September 2 and September 15 to September 8 and September 22 respectively, and the regular council meeting scheduled for September 8 and September 22 to September 15 and 29 respectively to accommodate the summer recess.

ADMINISTRATIVE REPORT

TO: Corporate Services Committee
FROM: Administration
DATE: February 17, 2014
RE: Marketing Strategy Adoption

ISSUE

Adoption of the Marketing Strategy

REFERENCE

City of Whitehorse Marketing Strategy, December 2013

HISTORY

In July 2013, Council directed administration to develop a Marketing Strategy for the City of Whitehorse at a Council and Senior Management meeting. Developing a Marketing Strategy is a priority in the City's 2013 Strategic Plan. A request for proposals was issued in October 2013 and a local consultant, Aasman Brand Communications, was selected to carry out the work. In December 2013, administration and the consultant met with Council to confirm that Council supported the approach to develop the Strategy.

ALTERNATIVES

1. Adopt the Marketing Strategy as a guiding document.
2. Refer the strategy back to administration
3. Do not approve the Strategy

ANALYSIS

About the Marketing Strategy

The City set out to develop a Marketing Strategy that will identify goals, target audiences and tools that can best promote the City of Whitehorse using available resources. It is expected that the Strategy will establish a framework to guide investments, coordinate current efforts and identify new opportunities for cooperation with the City's partners.

The strategy for marketing the City of Whitehorse is to focus on our citizens. The most effective and economical way to reach them is through City staff. We will engage with citizens and focus on what matters to them, whether we are talking about our community or City services.

Some of the core messages in the Marketing Strategy are:

- We enjoy the civilized comforts and opportunities of a city in the context of a neighbourhood-friendly small town – **unbeatable infrastructure**
- Whitehorse residents are well-educated, motivated and independent citizens who are prepared to think outside the box – **smart, problem-solving citizens**

- We are helping to keep the fine balance of city and wilderness that residents here value so much – **the wild doorstep**
- Ours is a well-employed, well-resourced community capable of choosing its own future – **an opportunity frontier**

These messages come from the vision statement in the City's Strategic Plan:

Whitehorse will be a well-planned, self-sustaining community that is a leader in energy conservation and innovation that maintains and conserves wilderness spaces for future generations. Whitehorse will continue to strive for a better quality of life that is reflected in its vibrant economy and social life.

The Marketing Strategy will look for ways to bring the Strategic Plan alive for City employees and Whitehorse citizens. This involves making the Strategic Plan more visible and communicating the City's progress on the Plan's strategic initiatives.

Implementing the Marketing Strategy

Adoption of the Marketing Strategy as a guiding document means the objectives, audience profile, brand proposition model, market positioning, core messages and strategic approach will be followed. These elements of the Strategy will inform the City's marketing and communications efforts.

A more flexible approach to the proposed marketing plan and budget is proposed. While many of the tactics in the marketing planning matrix will be implemented, not all will proceed as suggested in the Strategy. City staff do not have the capacity to implement all of the tactics, nor can we allocate all of the resources in the proposed budget.

The Strategic Communications and Customer Service Department is responsible for implementing the Strategy and coordinating efforts across City departments. Five key steps will be followed to implement the Strategy:

1. Make sure City employees understand our core messages.
2. Use the audience profiles to better connect our audience with departments.
3. Engage Mayor and Council as champions of the City's brand.
4. Take advantage of City-owned marketing venues.
5. Coordinate the City's communications and marketing efforts.

These steps will drive a collaborative approach to implement the Strategy. We need to engage employees as much as possible. Strategic Communications will pull together a group of employees from various departments to work on messaging and social media. Mayor and Council will have an important role as leaders of the City.

The City will also continue to work in partnership with Yukon government departments of Economic Development and Tourism and organizations such as the Whitehorse Chamber of Commerce to achieve our objectives for tourism and economic development.

This initial work to implement the Strategy can proceed using existing advertising budgets in Strategic Communications and Customer Service and other departments. If additional funding is needed, administration will request a budget amendment or submit a future budget request. No new funds are requested at this time.

ADMINISTRATIVE RECOMMENDATION

THAT Council adopt the Marketing Strategy as a guiding document.



MARKETING STRATEGY

December 24, 2013



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EXECUTIVE SUMMARY

This marketing strategy is rooted in the strategic investments made by the City in its Community Plan, Strategic Plan, partnerships and brand identity. It concentrates marketing efforts on a single audience, as a way of focusing the messaging and maximizing return on investment in the context of limited marketing resources. It encompasses three strategic objectives:

1. Make the vision visible

The City's strategic plan is founded on a robust vision. Marketing efforts must focus on demonstrating how the City believes in the vision, communicates the vision, and lives the vision.

2. Communicate audience benefits

Effective marketing responds to audience needs. It is less about City of Whitehorse features and attributes and more about the emotional and rational benefits that citizens receive.

3. Put the money into online, owned and earned media

This will help move City of Whitehorse marketing and communications efforts further into the 21st century, and generate the biggest return on investment.

Our strategy proposes consistent core messages to help frame marketing efforts and reinforce the main themes of the strategic plan. They both reflect the benefits that our audience receives from the City and serves to inspire and rally city staff around the four main themes of the strategic vision. These hold that Whitehorse:

- is a well planned, self sustaining community
- is a leader in energy conservation and innovation
- conserves wilderness spaces
- provides for a vibrant economy and social life.

The Market Positioning Statement proposed for the City provides a structure and core rational around which to build marketing campaigns. It clarifies what the city does, who it does it for; what it is they want, why they want it and how the City provides it. It balances citizens' needs and expectations with the City's unique features and assets.

Finally, our core tactical strategy is to focus much of the marketing effort on aligning City employees with the brand, vision and core messages of this plan. Three hundred City of Whitehorse ambassadors, on-message, on-brand and living the vision, could be the most powerful marketing tool ever employed by the City of Whitehorse.

CITY OF WHITEHORSE MARKETING STRATEGY

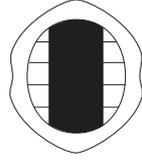
To make the City of Whitehorse Vision visible by believing it, communicating it and living it



THIS IS OUR VISION

- Balanced planning, self sustained
- Innovative conservation
- Wilderness values
- Vibrant life

From 2013-2015 strategic plan



THIS IS HOW WE TALK ABOUT IT

- Not always white and there's no horse. Everything else is true.
- Colorful 95%
- Doorstep to the wild
- Wild opportunities

Inspiring messages based on core messaging



THIS IS HOW WE LIVE IT

- Staff alignment
- Engaged communication
- Vision champions

From tactical plan



THIS IS WHY IT MATTERS

- Finding the right balance**
- a unique standard of living balanced with independence
- robust recreation opportunities balanced with cultural activities
- comfort, safety, civil amenities balanced with wilderness access

Audience

INTRODUCTION

Strategic investments over the last number of years by the City of Whitehorse have resulted in meaningful clarity with respect to planning, service delivery and communications. Elected in 2012, the current Mayor and Council have outlined their priorities within an extensive strategic plan.

With a well-crafted blueprint for the future (strategic plan), ongoing meaningful partnerships (YG Tourism, Economic Development, Chamber of Commerce, community engagement) and an articulate visual identity (logo, signage, communication collateral) the City of Whitehorse has assembled many of the building blocks necessary for effective marketing.

What follows is a brand-centric marketing strategy that begins to cement them together:

MARKETING THAT MATTERS

Every day, marketing strategies unfold around us.

The radio jingles, print ads, YouTube videos, billboards, signs and Google ads that we are inundated with are all communication tactics of larger strategies working to distinguish one idea or item from another: At the very heart of these strategies is the desire for differentiation. How can an idea, product, service or communication be differentiated from all the others competing for people's attention?

The way to do that is first by making it matter to your audience, and second by making them believe it can be delivered.

- to make it matter, it needs to be focused on audience benefits, rather than product or service features—it needs to answer “why should I care...what’s in it for me?”
- to make it believable, it needs to be rooted in authentic brand values—it needs to answer “why should I believe you...what do you stand for?”

While it may be easier to think about strategies in terms of tactics—a brochure, initiative or ad, for instance—it’s more constructive to think in terms of an ongoing and iterative process. A marketing strategy is not just the glue between different tactics. Rather, it informs the way in which you think about your brand, manifesting its values in the things you say and do, and how you engage and interact with your audience.

To that end, this marketing strategy serves to give us a snapshot of who we are, what we stand for, what we offer, who we want to influence, what we have to say to them, how we’ll do that and why they should believe us.

OBJECTIVE HIERARCHY

The project objectives outlined in the Marketing Strategy RFP provide an overview of what is to be done. The hierarchy below is a short list of strategic objectives to help get us there in the context of available resources.

- 1. Position the City of Whitehorse as a local government that is incredibly responsive to the needs of its citizens by communicating the audience benefits provided by Whitehorse community features.** Residents of the City of Whitehorse are the primary audience for this message. Concentrating limited resources on a core target will maximize efforts and trickle through other audience segments such as the business community and tourists.
- 2. Focus marketing efforts by maximizing the use of the most cost-effective communication resources.** Online channels, owned media venues and earned media provide the biggest pay-off in terms of results gained for effort invested.
- 3. Ensure that implementation of the 2013–15 City of Whitehorse Strategic Plan is visible, participatory, measurable and communicative.** The City of Whitehorse has a strong foundation in its mission and vision. Bringing them alive in the organization and in the community will mean finding ways to make the vision visible and then keeping your internal and external audiences informed and inspired by progress.

AUDIENCE PROFILE

Describing a cross section of our audience in their daily environment provides a springboard for communicating with them. Understanding our audience's lifestyle, priorities and goals allows us to leverage the goals of the City of Whitehorse in a meaningful way.

Primary Audience

The highest priority audience is residents of the City of Whitehorse. Residents can become agents of the City and its unique benefits. Visitors, tourists, and Yukoners outside of Whitehorse are important to the City, but effort focused on residents will filter to them by way of resident's anecdotal experience of the City. Additionally, narrowing the focus of marketing efforts to residents of the City is a better use of limited resources—concentrated effective communication to a smaller demographic will have a stronger ripple effect than spreading efforts thinly.

Channel Alignment

The most effective and economical way to reach residents of Whitehorse is through City of Whitehorse staff. As members of the community themselves, staff who reflect the core messages of the Whitehorse City brand not only create the face of the organization, they bring it into their personal networks and communities. Streamlining internal department communications, managing external communications meaningfully, and increasing brand awareness are the foundations necessary to achieve the City's strategic priorities as outlined in the City of Whitehorse Strategic Plan.

Mayor and City Council are also a valuable channel for communicating brand values. Investing energy in Council's awareness of the City of Whitehorse's core messages will result in clearer and more coherent communications with our target audience.

Audience Profile: **RESIDENTS OF WHITEHORSE**

Overview:

There are over 27,000 people living within the city limits. They enjoy access to amenities and culture familiar to most major cities—transit, emergency services, garbage and compost pick-up, recreational organizations and facilities, a business centric downtown, restaurants and entertainment

Interests and lifestyle:

Residents of Whitehorse feel grateful for the opportunity to live here. They recognize the unique balance in a lifestyle where work and play are both engaging and satisfying. They meet the challenges of Northern living with pride—long drives to visit or adventure, wearing the right gear against the cold, getting used to dark winter days and taking advantage of summer light.

They have a job that makes a difference—one that may have been harder to get outside. Making an impact in this community makes them feel a part of it, that and running into familiar faces about town.

Audience Segmentation

City of Whitehorse Staff (*Channel*)

- Take pride in working for the City of Whitehorse, have a vested interest in improving the community
- Feel like they are working several people's jobs, are worried about resource limitations
- Wish the good work done by the City was better recognized by the community

Mayor and Council (*Channel*)

- Representing the citizens of Whitehorse by listening to the community is very important to this Council
- Attend public events and are very present in the community
- Passionate about the City and have strong personal opinions about its management
- Concerned with public feedback and want the opportunity serve the City in the future

Cheechako residents

- Expect big-city amenities
- Are impressed with the abundance of opportunities

Sourdough residents

- Remember when most streets weren't paved
- Have mixed feeling about City infrastructure competing with cozy wilderness feeling

Squeaky wheels

- Have very strong opinions about how the City should be run, and aren't afraid to voice them
- Take up a lot of time for City employees and Council
- Are not easily satisfied

Silent wheels

- Access City facilities on a daily basis – CGC, Transit, etc in addition to infrastructure
- Are pleased with some of the City's offerings, less so with others (reluctant transit users), but would be very upset if service were disrupted to any programs they use regularly

Community interest groups

- Vested interest in certain projects (Sima, Humane Society)
- Limited interaction with the City outside of their area of interest

True believers

- Champions for the community, these people volunteer at events, buy local and generally try to support Whitehorse as best they can
- Vocal proponents of the city, focusing on the positive aspects of Whitehorse to family and friends within the Territory and outside
- Aware of how fortunate we are for things like access to recreation and wilderness, excellent infrastructure for the city's size and location and low tax rates compared to other municipalities

BRAND PROPOSITION MODEL

City of Whitehorse foundational elements*

brand attributes

These are our qualities, features, traits and corporate characteristics.

Attributes

Big town amenities in small town framework
 Regional hub
 Well funded
 Relatively low taxes
 National level facilities
 Top-notch core municipal services
 Abundant cultural activities
 Wilderness access
 Recreational access

Personality

Hard working
 Engaging
 Flexible/nimble

User

Outdoorsy
 Culturally informed
 Independent spirit
 Socially engaged
 Sustainable mindset

brand benefits

These are our attributes translated into benefits for our audience.

Rational benefits

Good value/taxes — vs other jurisdictions
 Ability to live a life of choice — autonomy
 Choice: Broad range of social spaces, facilities
 Choice: Residential options in housing, lot size
 Protected greenspace
 Access — transit infrastructure
 Access — wilderness, recreation, culture
 Safety
 Health

Emotional benefits

Self-fulfillment
 Social connections
 Identification with community
 Freedom from fear and worry
 Security
 Gratitude (been given a gift)
 Feel important (we listen, have strong partners)
 Pride and satisfaction (of City services)

* as presented by City of Whitehorse workshop participants, December 2, 2013

brand values

These are the essential values that cultivate our attributes and benefits.

The space we occupy

We value our wilderness landscape as well as our urban landscape, knowing that one is as important as the other in defining who we are and what we stand for.

The people who live here

We value the people we call our neighbours by providing the services necessary to live our lives with civil comforts, health and fulfillment.

Working together to keep it great

We value our collaborative efforts, working with innovation and commitment to ensure sustainability in all our environmental and social endeavors.

positioning statement

This is how we position attributes, benefits and values to motivate our audience.

The City of Whitehorse is the home, destination and investment opportunity for those who think highly of a community that values people, natural surroundings and sensibility for sustainable development.

brand promise

This is the most compelling way to say everything in just a few words.

Finding Balance

We care about keeping Whitehorse great and striving to make it even better because we appreciate the unique balance that makes this place so special. Whitehorse balances a neighbourhood friendly, small town with the amenities of a much larger centre. We balance the conservation of green space with the desire for urban development. We balance our gratitude for living in such an amazing place with our responsibility to ensure it stays that way. We strive to provide top-notch service that continuously looks at the whole picture and maintains that balance.

MARKET POSITIONING

VISION STATEMENT

Whitehorse is a self-sustaining community that balances planning and the delivery of service around the environmental, recreational, social and economic desires of its citizens.

POSITIONING STATEMENT

The City of Whitehorse is a municipal government focused on creating the conditions necessary to sustain a unique standard of living for citizens who expect a balance of robust recreation and cultural opportunities to fortify them in body, spirit and mind and who demand comfort, safety and civil amenities without foregoing independence. The City accomplishes this with strong and reliable revenue streams, uncommonly extensive community infrastructure, an independent, problem-solving culture and virtually unlimited access to wilderness spaces and corresponding values.

VALUE PROPOSITION

UNBEATABLE INFRASTRUCTURE

CORE MESSAGE

We enjoy the civilized comforts & opportunities of a city in the context of a neighbour-friendly small town.

VISION/MISSION

*"Whitehorse will be a well planned, self sustaining community"
"an exceptional community to live, work and play"*

PROOF POINTS

Recreation

- World-class sport infrastructure
- Youth access to national/international sport travel
- National/World championships
- Funding for new sport infrastructure/ongoing programs
- Ease of access with limited line-ups and plenty of space in many recreation activities
- Affordability of access

Education

- Yukon College within city limits
- New high school construction
- Quick air access to major Post Secondary Education institutions
- Government funded professional development programs
- Student access to funding programs such as the Yukon Grant as well as increased access to scholarships

Services

- Sewage and water systems
- Bylaw
- Transit
- Fire Department
- Waste Management
- Building Inspection
- Snow removal
- Landfill
- Recreation facilities
- Roadways
- Land planning and management

Cultural

- World-class artistic facility
- Inspirational environment for artists
- Artist in residence program
- Access to tourist focused artistic programming
- Music festivals, Rendezvous, craft shows, Arts in the Park, culture days

SMART, PROBLEM-SOLVING CITIZENS

Whitehorseans are well-educated, motivated and independent citizens who are prepared to think outside the box.

“will continue to strive for a better quality of life that is reflected in its vibrant economy and social life.”

THE WILD DOORSTEP

We are a city within the wilderness and the wilderness is within our city

“is a leader in energy conservation and innovation that maintains and values wilderness spaces for future generations”

Employment Requirements:

Territorial and Federal Government

- Positions require specific credentials
- Professional development opportunities
- Professional work environment

Knowledge Sector Research

- Yukon Research Centre knowledge sector study
- High number of professionals, consultants

First Nations Traditions

- Adaptive to climate and environment
- Innovative solutions to life challenges
- Connectivity to the water and earth, communal mindset

Descendants of the Gold Rush

- Frontier spirit is in the blood of citizens

FINANCIAL STABILITY

Ours is a well-employed, well-resourced community capable of choosing its own future.

“one of Canada’s best local governments enabling Whitehorse to be an exceptional community to live, work and play”

Employment: Territorial and Federal Governments

- Quality of pay and benefits
- Consistency of long-term employment

City of Whitehorse Occupancy Rates

- Steady sub 5% vacancy rate for over five years

Economic Spin-offs/Job Creation from Government Employment

- Attraction of national/international retailers
- A Yukon based airline, daily Air Canada flights and seasonal Westjet service
- Vibrant year-round artistic community with world-class venue
- 20+ locally owned restaurants open year-round
- A locally owned/operated craft beer company
- Two locally owned/operated distilleries

Home Values

- Sustained growth in home values
- High rate of rental occupancy
- High rental unit rates

Capital City Investment

- Federal investment in capital city-type infrastructure
- Funding to YG to deliver adequate governmental service
- Access to Economic Action Plan funding

EXPANDED CORE MESSAGES

Core messaging is the heart of the matter, the things you want to communicate and which you want your audience to understand. As such, the City of Whitehorse's core messaging comes from its vision statement:

“Whitehorse will be a well planned, self sustaining community that is a leader in energy conservation and innovation that maintains and conserves wilderness spaces for future generations. Whitehorse will continue to strive for a better quality of life that is reflected in its vibrant economy and social life.”

The four message themes that emerge are:

- Well planned, self sustaining community
- Leader in energy conservation and innovation
- Values wilderness spaces
- Vibrant economy and social life

Our core messages are:

I. We enjoy the civilized comforts & opportunities of a city in the context of a neighbourhood-friendly small town.

Whitehorse has all the amenities of a big city without crowding your personal space or detracting from a strong community dynamic. It has unbeatable infrastructure for a city this size, and part of that infrastructure helps you get away from it all (Mt. Mac, walking trails, roads and bridges). Whitehorse residents are well aware that they enjoy greater access to arts and recreation than most northern cities of this size. These facts all tie into the vision statement for the City of Whitehorse, which point to the desire for a *vibrant social life and well-planned community* all while *valuing wilderness space*.

Inspiring promotional messaging that would resonate with this core message could include*:

All the city we need

Not always white and there's no horse. Everything else is true.

* to be used and supported in context

2. Whitehorsians are well-educated, motivated and independent citizens who are prepared to think outside the box.

Part of becoming a *well planned, self sustaining community*, and *leaders in energy conservation and innovation* means capitalizing on our citizen's talents and skills. Residents here are resourceful, innovative and creative, leading to a community that isn't afraid to battle the elements and take on tough challenges. Part of what draws great people to this community is the fact that Whitehorse has something for everyone, and everyone can find their place here.

Inspiring promotional messaging that would resonate with this core message could include*:

**We survive here – ideas thrive here
For the colourful 95%**

* to be used and supported in context

3. We are a city within the wilderness and the wilderness is within our city.

We're closer than you think; to facilities, people, solutions, wilderness. Whitehorse truly is a **doorstep to the wild**. Planning the city well and *dedicating green spaces*, as per the City's Official Community Plan, will help to keep the fine balance of city and wilderness that residents here value so much.

Inspiring promotional messaging that would resonate with this core message could include*:

The wilderness city

The human hub in a wild space

We're closer than you think

* to be used and supported in context

4. Ours is a well-employed, well-resourced community capable of choosing its own future.

Many new residents move here for the financial and career opportunities and many students return for the same reason. Though this may be an initial draw, the endless other opportunities — for recreation, lifestyle, social interaction and creativity — are why people stay, and love it here. The incredible resources and employment prospects gives Whitehorse the opportunity to become a *well planned, self sustaining community* and to create a *vibrant economy and social life* as per the City's Strategic Vision.

Inspiring promotional messaging that would resonate with this core message could include*:

Wild opportunity

An opportunity frontier

It's not your grand-dad's frontier

* to be used and supported in context

STRATEGIC APPROACH

Our strategy for marketing the City of Whitehorse is to focus our resources on the primary audience—residents of the City of Whitehorse. The most effective channels of communication to reach residents are the employees at the City of Whitehorse. Focusing resources on aligning the employees with the organization's brand through core messages and brand awareness will have a ripple effect throughout the primary target audience and beyond. Following are five steps towards achieving the objectives outlined earlier.

I. Align City of Whitehorse employees with the City's brand and core messaging

Every employee of the City of Whitehorse needs to be aware of their brand's core messages for them to adopt these messages on the job—in essence, to live the brand. Front line workers such as receptionists at City Hall or building inspectors can create a lasting first impression. Adopting the City's core messages will help employees articulate—through simple conversation with residents and within their personal networks—the functional and emotional benefits associated with the City of Whitehorse brand.

Simply informing employees of core messages is not enough for the message to resonate meaningfully. They need to be articulated in an inspiring way in order to

create an emotional connection. Communications then need to train staff how they contribute to realizing the core message—representing the City's brand. Ongoing communications reinforce the brand through an employees career.

An important component of realizing internal brand alignment is making the resources available. The most obvious path to freeing up capacity at the City of Whitehorse is to improve internal communications. Improving systems and protocols surrounding everyday tasks such as internal emailing, responding to resident inquiries and broadcasting will increase efficiency—making all communications more meaningful and employees more accountable to the information they send and receive.

One of the best opportunities for brand alignment lies in implementation of the 2013–15 Strategic plan. This is a plan rooted in vision and focused on enduring brand values. For many people, unfortunately, a strategic plan is simply a wordy document that lives on a shelf. The opportunity lies in marketing its inspiring message to internal staff in a simple and brand-centric fashion, to keep it visible by highlighting and reflecting instances and examples of goal achievement, and to communicate progress on a regular basis. If the strategic plan can be made to live through broad, front-of-mind staff participation in meaningful ways, the City will go a long way to achieving its marketing objectives.

2. Implement an audience engagement strategy

Using the audience profiles to understand your audience as they relate to each department, we can identify and connect the appropriate communication channels needed to join conversations that are already happening among your audience members.

Many departments will benefit from a strategy specifically designed to take advantage of contemporary communications channels that are highly populated by Whitehorse residents. Public engagement with on-the-go communication needs such as transit schedules and CGC schedule changes would radically increase with improved mobile access and an active social media presence.

Part of this strategy includes resource allowances for social engagement, developing guidelines for when to utilize conventional (and costly) mass media options, and ideally some mobile application development.

3. Leverage the engagement of Mayor and Council

As a valuable communication channel, one that is constantly being observed and recorded by all Whitehorse media, Council represents the City's best opportunity to gain earned media. We need to ask ourselves, how can we demonstrate that our vision for the City, as expressed in our brand values and strategic plan initiatives, lives in our day-to-day lives and not just in a document? How can we turn our ideas into practice? Top 5 or Top 10 lists can be developed, tailor-made for Mayor and Council to champion. "If I believed in The Plan, I would..." "I commit to these five activities, because I'm committed to the plan" etc. This in turn, could form the launching pad for staff commitment and, ultimately, citizen commitment.

To move Whitehorse from an "I should..." city to an "I will" city, is a small but significant psychological shift that research has proven to be the most important step toward behaviour change. To have Mayor and Council demonstrably lead this change has the added benefit of positioning them as champions of the City brand.

4. Take charge of utilizing City-owned marketing venues

The City of Whitehorse has marketing venues built right into many City-owned facilities. Rinks signage, transit signage and the active living guide are seen daily by residents who use these amenities and those that observe them. This is an opportunity to connect with a captive audience that should not be overlooked. Empty ad space can even harm the image of the City by presenting barren, underused surfaces that beg the question: why is this space not valued? These surfaces speak directly to audience segments—let's promote the benefits of transit on rink signage, the benefits of active living on transit and the true benefits that accrue to citizens of the City of Whitehorse in our publications.

5. Manage the brand

This is a policy matter that requires on-going support at management level. It requires oversight not only of city communications in general, but of brand standards and brand communications specifically. That oversight is best provided by a Brand Manager with a level of authority necessary to apply the standards and insist on adherence to them, across the various departments of the City.

Brand management is more than assuring consistent application of the existing visual identity. The City of Whitehorse has a valuable asset in its 2011 Brand Identity Guide. An important part of communicating to residents the benefits of the City as an organization is in making the City visible. Beyond that, the surest way to meaningful communications is to position the City of Whitehorse in terms of audience benefits. This grows with frequent and consistent use of core messaging as well as guidelines on which tone of voice is used when and where.

Brand management plays a starring role in consistently delivering the City's brand in all these strategies. By channelling communication material through people who are trained in brand management and having it go through fewer people as a result, makes it easier to manage the integrity of the brand and provide consistent messages to your audience.

MARKETING PLANNING MATRIX

ID	Tactic	Target Audience/channel	Purpose, Description	Frequency, Schedule	Distribution Vehicle	Comments
I.1	Core message posters	Staff	<ul style="list-style-type: none"> Develop inspiring posters from 4 original core messages 	One a month for four months	Common areas, staff rooms, etc.	Will require audit of common areas and coordination with department managers for displays
I.2	Core message calendar or other office collateral	Staff	<ul style="list-style-type: none"> Branded departmental calendars, each month a variation on core messaging 	Annually	Internal mail/distribution	Develop shot list for photographic opportunities as they arise throughout the year
I.3	Email and corporate templates	Staff/External	<ul style="list-style-type: none"> Incorporate brand signature into all City of Whitehorse email signatures, templates and make their use mandatory 	One time foundational activity	Internal emails & templates	Department specific core messaging should be added at a later date
I.4	Strategic plan updates	Staff/Council	<ul style="list-style-type: none"> Regular scheduled updates providing proof points for success and status on achieving strategic goals 	Quarterly each year	Internal mail/staff meetings	Provide real evidence of achieving strategic goals and staff/Council who live them

ID	Tactic	Target Audience/ channel	Purpose, Description	Frequency, Schedule	Distribution Vehicle	Comments
1.5	Email/internal comms policy	Staff	<ul style="list-style-type: none"> Policy to be reviewed/implemented on how to improve internal communications including access to email distribution 	One time, yearly review	Internal comms committee, Business and technology services	Will require coordination from IT and department managers. Propose small committee to review and develop new policy
2.1	Assign Social Media Coordinator (SMC)	Residents	<ul style="list-style-type: none"> Social media needs to be coordinated by a single person who can be a single voice for the City of Whitehorse 	One time, yearly review		This coordinator needs to have access to the right information to correctly respond to questions/ comments, needs to be a creative writer, and will need the appropriate tools to perform their job (smart phone, time each day, online privileges, access to a graphic designer when needed and social media training, etc)
2.2	Create one City of Whitehorse profile for each medium	Residents	<ul style="list-style-type: none"> The City of Whitehorse should have one voice on each determined social media platform and managed by the SMC. This voice will speak for Transit, Canada Games Center, By-Law, etc 	One time, yearly review	Facebook, Twitter, LinkedIn	Each profile needs to be complete with entire information section, use areas to speak to core messages and always include hours of operations, contact numbers, invitations to follow, join, etc

ID	Tactic	Target Audience/channel	Purpose, Description	Frequency, Schedule	Distribution Vehicle	Comments
2.3	Close or remove obsolete profiles	Residents	<ul style="list-style-type: none"> For improved focus communications all non-official City of Whitehorse profiles should be shut down (Canada Games Center, Transit, etc) 	One time, after official City of Whitehorse profile is launched.	Facebook, Twitter, LinkedIn	Specific program profiles may be used or retained once reviewed by the SMC and managed under their wing. All existing profiles need to promote new profile and communicate what is happening before shutting down (explained in audience benefits)
2.4	Establish key messages for all front-line departments	Residents	<ul style="list-style-type: none"> The SMC working with managers will develop the 4–5 main audience benefits that need to be reinforced about each of the front-line departments (Transit, Canada Games Centre, etc) 	One time, with quarterly reviews.	Facebook, Twitter, LinkedIn	Front line staff needs to be consulted in the development of these key messages
2.5	Develop weekly content schedule	Residents	<ul style="list-style-type: none"> Develop weekly content schedules with arranged status update times/topics to ensure necessary quantity and quality is met Determine on-the-go communication, information that residents need on-the-go such as transit schedules, waste collection schedules etc (this can be built into the applications of the profile) 	Weekly	Facebook, Twitter, LinkedIn	It is important for the SMC to become part of the community by engaging with the City of Whitehorse audiences content (like, share, comment, respond to audience questions/comments). These profiles need to be the City of Whitehorse as a person

ID	Tactic	Target Audience/ channel	Purpose, Description	Frequency, Schedule	Distribution Vehicle	Comments
2.6	Facebook “Like us” campaigns	Residents	<ul style="list-style-type: none"> Facebook is only as effective as your base, specific campaigns and sponsorship opportunities need to be developed by the SMC to increase likes Initial sponsored ads to increase likes to be purchased 	Initial and ongoing when opportunities arise	Facebook	Specific budget line for Facebook advertising, promoting posts, and sponsorship will be outlined in budget. Existing sponsorship the City has needs to be leveraged to increase more likes
2.7	Website Engagement	Residents	<ul style="list-style-type: none"> Core messaging, success stories and strategic plan updates need to be included in the rotation within “In the Spotlight” and “Important Notice” sections 	Monthly	Website	This homepage section is an opportunity to communicate and engage with our audience. Strategic plan updates should be considered as well
2.8	Whitehorse media matrix	Staff	<ul style="list-style-type: none"> Distribution of the included Whitehorse media matrix to communications managers to assist in choosing effective bought media 	One time, ongoing easurement and feedback	Manager of Strategic Comms	This document should become a living document that gets reviewed and updated as all departments use it

ID	Tactic	Target Audience/ channel	Purpose, Description	Frequency, Schedule	Distribution Vehicle	Comments
2.9	Whitehorse City mobile application planning	Residents	<ul style="list-style-type: none"> More and more residents of Whitehorse are becoming versed with and rely daily on their smart phone. Planning should begin in resource allocation, content development and outside sourcing of a smart phone app for launch in mid-2015 	On-going	Manager of Strategic Comms, IT department	It is no longer a question of yes or no but when, with respect to developing a City of Whitehorse Application. This app can be used for promoting services, schedules, push notifications for emergencies, closures, road conditions, promotions, etc.
3.1	Core message sharing	Council	<ul style="list-style-type: none"> One session with all Councillors and Mayor reviewing, explaining and demonstrating how to talk the talk of the City's core messages 	One time	Manager of Strategic Comms	Having the Mayor and all Councillors versed in how and when to use each core message will strengthen the brand and go a long way in marketing the City
3.2	Strategic Plan champions	Council	<ul style="list-style-type: none"> Regular scheduled updates providing proof points for success and status on achieving strategic goals Make Strategic Plan champions out of Mayor and Council 	Quarterly each year, and ongoing as updates happen	Internal email, council meetings	Mayor and Council have an opportunity to champion the Strategic Plan Turn Strategic Plan initiatives into day-to-day actions to shift Whitehorse from "I should" to "I will"

ID	Tactic	Target Audience/channel	Purpose, Description	Frequency, Schedule	Distribution Vehicle	Comments
3.3	Council social media training	Council	<ul style="list-style-type: none"> Proper training in social media and its benefits to each Councillor will improve their engagement with their constituents, which will in turn benefit City communications. 	One time, with on going support	Social Media Coordinator (SMC)	As your SMC receives more training and experience, passing on and leveraging this knowledge will become essential
4.1	Owned internal advertising rate/policy review	Staff	<ul style="list-style-type: none"> Currently no discounts are in place for interdepartmental advertising and no policy on how to manage vacant advertising The City needs to leverage the fact they have substantial owed media opportunities and provide incentives to advertise their own services within them Vacant advertising space only hurts the City's brand and value of the media space, policies need to be implemented where City of Whitehorse inspiring messaging or other promotions can be promoted within vacant spaces 	One time, yearly review	Committee or managers to review policies	There needs to be long term goals for the ROI with respect to giving discounts or incentives for inter departmental advertising

ID	Tactic	Target Audience/channel	Purpose, Description	Frequency, Schedule	Distribution Vehicle	Comments
5.1	Assign Brand Manager	Staff	<ul style="list-style-type: none"> Brand Management plays a starring role in consistently delivering the City's brand. The less people who manage the communications the easier it is to manage the integrity of the brand and provide consistent messages to your audience 	One time, yearly review	Manager of Strategic Comms	There can be more than one Brand manager however they must be trained and on the same page.
5.2	Ensure consistent use of Brand Identity Guide	Residents and Staff	<ul style="list-style-type: none"> Ensuring all Brand Managers and departments have the updated Brand Identity Guide and core messaging and are applying them appropriately 	One time, yearly review	Brand Managers	There may need to have existing signage re-done, vinyl applications re-printed, etc. An Audit should be done and budgeting for this allotted for in 2015.
5.3	Ensure use of core messages in all promotion	Residents and Staff	<ul style="list-style-type: none"> Ensure all communications maintain one of the 4 core messages 	Ongoing	Brand Managers	All communication needs to be structured in audience benefits.

WHITEHORSE MEDIA MATRIX

	TV	Radio	Newspaper
	CBC North APTN Channel 21 Info Cable 8 Channel 19	CKRW CHON CBC	Yukon News Whitehorse Star What's Up Yukon L'Aurore Boreal
General overview of media features/benefits			
Strength	Impact, credibility, believability	Mobile medium (delivers to audience everywhere), attention getting, not limited by visuals, can target demographically.	Credible, authoritative medium, sale ads are expected by audience, tangible medium.
Demographics	With the exception of young males, mostly everyone.	30–60, working class	Over 45, higher income (above 45,000), married couples.
Purpose, Best Use	Need to demonstrate a product. Long-term brand building. Dominate a day part and achieve frequency.	Wide reach for a diverse audience, with ease of message repetition. Short, key messages. Ability to build several spots around one concept or message. Run Saturdays. Be different, catchy	Price advertising, sales, products for older adults, big ideas, short term message that doesn't need repetition, couponing. Go wider and horizontal, pick up rates, go with long-term contracts.
Pros/Cons	Very high production cycle costs vs. relatively low placement cost. Limited local audience fractured by broad range of choice.	Relatively low production costs, modest placement. Fractured audience (considerable portion of Whitehorse demographic favours commercial-free radio.)	Relatively low production cost, vs. high placement. Fractured newspaper audience (YN vs. WHS). Diminishing readership as audiences migrate and newspaper influence declines. Pay attention to audited circulation numbers.

Magazines	Digital Media		Direct Mail	Out of Home
North of Ordinary UpHere UpHere Business	Facebook Google AdWords (includes YouTube) Google Display The Weather Network	LinkedIn Kijiji Whitehorse Star Online Yukon News Online CBC North Online	Unaddressed household Unaddressed business Whitehorse only	Transit Sports Venue Billboard Paradigm Digital • airport • hospital
Credible, authoritative medium, closer readership, perception of higher value content.	Accessible to everyone with internet access, non-intrusive, engagement rather than interruptive marketing, paid, earned and owned.		Ability to target specifically demographically and geographically, one-to-one.	Cost efficiency of reaching a large number of people.
Higher education, higher income, professionals, niche interest groups.	Stronger as the demographic gets younger: More educated, higher income.		20-45, better educated (at least high school, preferably w/ college degree).	Mobile demographics (eliminates senior citizens, children).
Positioning, long-term brand messaging, awareness. Magazines have a longer shelf life than most other media, and multiple users (readers) at multiple locations (waiting rooms). Take advantage of that.	Consideration at least as an option, Availability, reference, brand awareness. Highly targetable, searchable, strong metrics suite. Content that engages your audience by way of education, entertainment.		Sell something, generate awareness when used in partnership with other media. Better response rates come from targeted lists and targeted offers. Flood a zip code Offer incentive in the mailing.	Name, recognition, awareness, branding — directional Be consistent with message in other media. Contrasting colors with readable fonts. Seven words or less.
High production and placement costs vs. multiple readership and long shelf life. Pay attention to audited circulation numbers.	Easy entry, low cost, targeted, update-able searchable and trackable vs. minimal content, fleeting nature, competition for eyes.		Accessible to the City as a result of pre-established address database. Fairly high overall cost vs. low cost per reader: 100% targetable. Best opportunity to direct sell benefits rather than product features — What, Why, When, Where, Who.	High production cycle cost, relatively high placement cost vs. hi visibility, long shelf life and excellent potential for awareness-building.

BUDGET

2014 – \$50,000

- 1.1 Core message poster development and production – **\$2,000**
- 1.2 Core message office collateral – **\$6,000**
- 1.5 Strategic plan staff update sessions – **\$2,500**
- 2.1 Social Media Coordinator – **\$5,500** (travel and tuition)
- 2.2 Social media profile graphic design support – **\$4,000**
- 2.6 Facebook promotions budget (“like us” campaigns, sponsored ads, promote posts) – **\$5,000**
- 2.8 Traditional media with adapted core messaging – **\$8,000**
- 2.9 City of Whitehorse mobile app, planning and consultation – **\$10,000**
- 4.1 Development of Core Messaging Ads for owned media space – **\$3,000**
- 5.1 Brand management training – **\$5,000**

2015 – TBD

- Budget considerations for 2015 would include:
- City of Whitehorse mobile application design and development
 - Continued social media training and consideration for a full-time Communications and Promotion Specialist position.
 - Graphic design support for the Manager of Strategic Communications, Communications and Promotion Specialist and Brand Managers.
 - On-going brand alignment campaign work targeting City of Whitehorse residents.

ORGANIZATIONAL IMPLICATIONS

This is a 2-year plan that outlines necessary marketing and communications steps; tactical development and deployment timeframes, and corresponding budget estimates. However, a modest environmental scan suggests a number of critical factors that may impact the effectiveness of the tactics being deployed. To focus on them first is to build firm foundations for subsequent marketing and communications efforts.

I. The City of Whitehorse Identity

The City's brand identity is a reflection of the values and goals outlined in its strategic plan. This identity needs to be positioned as the umbrella under which all departments gather. It requires the adoption and use of consistent narrative, imagery and aesthetic so that both the internal and external audiences can recognize it as a city-wide identity, irrespective of the department or facility from which it originates.

The City of Whitehorse brand identity does not reside at the Department of Strategic Communications and Customer Service. If that's the only place it lives, then it does not really live at all. The City as a whole will continue to portray multiple personalities to its audience. In essence, it becomes a loosely knit family of brands rather than a cohesive City of Whitehorse brand.

2. Brand Policy and Management

This is a policy matter that requires on-going support at management level. It requires oversight not only of City communications in general, but of brand standards and brand communications specifically. That oversight is best provided by a Brand Manager with a level of authority necessary to apply the standards and insist on adherence to them, across City departments.

The Brand Manager need not be a new position; it can be a duty assumed by a senior member of the current communications staff. The Brand Manager will go on to identify or appoint Brand Coordinators within each department. Together, they will constitute a cohesive, tightly-focused team that will provide the necessary resources, contacts, arms and legs for City of Whitehorse brand communications coordination and implementation activities. This strategy is the necessary foot-in-the-door that begins to coordinate communications efforts away from a department/facility perspective and towards a City-wide one. It will encourage and enable each City department and facility to identify with the overall brand.

3. Strategic Plan Progress

The 2013–15 Strategic Plan can become a unifying marketing device, provided it is actively implemented and implementation is captured in ways meaningful for and useful to communications and marketing purposes.

Fundamentally, the plan says: This is what our vision consists of.

Marketing says: This is how we talk about it, and this is how we live it.

To do that, the marketing/communications team should develop a means or methodology for reviewing, acquiring or developing progress reports on the strategic plan.

In addition to providing marketing communications content, these will become increasingly valuable tools for demonstrating the authentic City of Whitehorse brand.

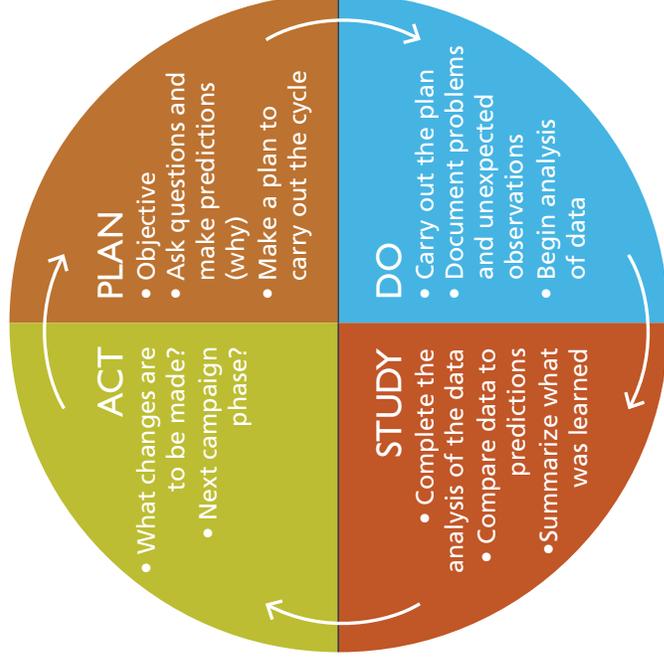
4. Marketing Resources

Finally, a significant requirement will be the provision or securing of adequate resources, both human and fiscal, to implement the marketing strategy itself. Human resources can be supplemented by outsourcing to appropriate agencies. The budget is whatever it is — or could be.

As City marketing resources are modest, it would be prudent to invest time and money in addressing numbers 1–3 above, laying the foundations for on-going initiatives in the future.

MEASUREMENT

Measurement is a necessary component of any effective marketing initiative. If we model the work on a conventional PDCA cycle of continuous improvement, we can view these marketing initiatives in this iterative way:



Audience feedback and measurement enable us to effectively study and act. Gathering a benchmark measurement of what our audience understands enables us to carry out the planning process and becomes the basis for future measurement.

The City already has in place a residents survey. This year benchmark questions need to be developed and worked into the survey to be used to test this and future iterations of these marketing initiatives. Each year the results from this residents survey will help craft the following years iteration of the marketing strategy.



**CITY OF WHITEHORSE
CITY PLANNING COMMITTEE AGENDA**

Date Monday, February 17, 2014

Location: Council Chambers, City Hall



Chair: Mike Gladish **Vice Chair:** Jocelyn Curteanu

Pages

- | | |
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| 1. Postpone Land Disposition Bylaws – 67 Wann Road & 706/708 Ogilvie Street | 1 - 2 |
| 2. Zoning Amendment – 37-14th Avenue (Porter Creek) | 3 - 7 |
| 3. New Business | |

ADMINISTRATIVE REPORT

TO: Planning Committee
FROM: Administration
DATE: February 17, 2014
RE: Postpone Land Disposition Bylaws – 67 Wann Road & 706/708 Ogilvie Street

ISSUE

Postponement of scheduled readings of land disposition bylaws to improve consultation schedule.

REFERENCE

- Bylaw 2013-49, 2013-50 (Land Disposition Bylaws)
- Resolution 2013-23-13 (Postpone Bylaws)

HISTORY

Land disposition bylaws for one residential lot, located at 67 Wann Road (Lot 903, Porter Creek, LTO Plan 49036), and one mixed-use lot, located at the end of Ogilvie Street, Downtown were brought forward under the bylaw process November 23, 2013. Council granted First Reading to the bylaws and passed a resolution to postpone further readings to March 24, 2014 to provide time for a Mayor's Meeting for the public to be consulted further.

Since the time that the decision was made to defer the bylaw until late March, it has been recognized that postponing the public meetings further will improve the opportunity for public participation.

ALTERNATIVES

Option 1: Reschedule consideration of 2nd reading until April 22, 2014.

Option 2: Proceed with consideration of 2nd reading on March 24, 2014.

ANALYSIS

Following the decision to postpone the bylaws it was recognized that the proposed date was during Spring Break, which could prevent people interested in speaking to council from participating as it is a common family vacation time. In addition, a Town Hall meeting was booked for the Porter Creek neighbourhood on February 26, 2014 which was in the time period staff had intended to book the public meeting for the 67 Wann Road disposition. Town Halls are intended to hear from all neighbourhood residents on a wide variety of issues and it was felt this would not occur if the meetings were combined.

The recommended new schedule allows time for staff to hold a meeting in Porter Creek and Downtown and report to Planning Committee. It also avoids other public meetings and vacations.

Proposed Schedule

What	When & Where
Mayor’s Meeting Downtown	April 1 st , 7-8 PM Frank Slim Building, Shipyards Park
Mayor’s Meeting Porter Creek	April 2 nd , 7-8 PM Jack Hulland School
Public Input Report	April 14 th , Planning Committee
Consideration of 2 nd Reading	April 22 nd , Regular Council Meeting

Advertisements for the proposed public meetings will be placed in the City Pages of both local newspapers, on the City webpage, mailed to property owners within 100m of the subject properties and on sandwich board signs on each property.

ADMINISTRATIVE RECOMMENDATION

THAT Council direct that Bylaw 2013-49, a bylaw to authorize the sale of 67 Wann Road, and Bylaw 2013-50, a bylaw to authorize the sale of 706/708 Ogilvie Street be postponed to the Regular Council meeting of April 22, 2014.

ADMINISTRATIVE REPORT

TO: Planning Committee
FROM: Administration
DATE: February 17, 2014
RE: Zoning Amendment – 37-14 th Avenue (Porter Creek)

ISSUE

An application to amend the zoning of 37-14th Avenue (Lot 1691, Plan 2011-0141) to allow for the construction of a living suite in the RR-Restricted Residential Detached zone.

REFERENCE

- *Municipal Act* (2002)
- Zoning Bylaw 2012-20
- Appendix A
- Official Community Plan (2010)
- Bylaw 2014-10

HISTORY

Lot 1691 was created as part of the City infill project that occurred in 2011. Four lots were created on 14th Avenue adjacent to the existing Guild Hall. Overall, 19 infill lots were created.

Lot 1691 is currently owned by High Caliber Contracting, who will be entering into an agreement to construct a home and sell it to Chelsea Larouch and Niall McGovern. Ms. Larouch and Mr. McGovern are now applying for a zoning amendment to allow for a living suite as part of the home construction. The proponents have stated that a home will be constructed regardless of the outcome of this amendment.

The proposed schedule for the amendment is as follows:

Planning Committee	February 3, 2014
1 st Reading	February 10
Newspaper Ads	February 14 and 20
Public Hearing	March 10
Report to Committee	March 17
2 nd and 3 rd Reading	March 24

ALTERNATIVES

Option 1: Proceed with the zoning amendment under the bylaw process.

Option 2: Do not proceed with the zoning amendment.

ANALYSIS

Infill and Process

As part of the 2011 infill project, concerns were raised regarding potential traffic impacts to the neighbourhood from increased density. Additionally, concerns were raised regarding the compatibility of the infill lots with the existing RS – Residential Single Detached zoned neighbourhood. To help address these concerns, the City applied the RR zone to the four infill lots on 14th Avenue. The RR zone provides for a lower density as duplexes and secondary suites are not permitted. Additionally, the required landscaping in the RR zone

matches the current streetscape of 14th Avenue. There was no requirement for landscaping in the RS zone at the time.

The infill lots were designed and sold two years ago, and were proposed as RR lots on the basis that they were low density and would have minimal impact on the surrounding neighbourhood. Administration has noted that this amendment conflicts with the original low density/impact intent of the infill process.

It should also be noted that spot zoning applications, in general, are not supported by administration as they typically introduce inconsistency into a neighbourhood where different lots are subject to different rules. However, there is merit to this application, which is supported by the Official Community Plan and Strategic Sustainability Plan.

Administration is exploring the possibility of a future amendment for the entire RR zone to allow secondary suites. This bylaw would be preceded by consultation with all RR property owners.

Official Community Plan (OCP) and Strategic Sustainability Plan

The subject lot is located is designated Residential – Urban in the 2010 Official Community Plan (OCP). The purpose of this designation is to allow for a variety of serviced residential developments close to services and amenities. The property is located within walking distance from bus service, Jack Hulland School, the Guild Hall, greenbelt, trails, and parks and within 600 metres from commercial uses on Centennial Street.

Policy 5.1.3 of the OCP calls for a city-wide compact development pattern to ensure existing infrastructure is used most efficiently. Policy 10.3.1 of the OCP states that suites may be permitted in single detached dwellings, subject to zoning. The 2009 Strategic Sustainability Plan (SSP) also recommends that the City promote flexible and affordable housing types.

The proposed suite development is consistent with both Plans, in that it would provide a compact housing form within an established residential area.

Zoning

RR-Restricted Residential Detached (RR) Zone

The purpose of the RR zone is to provide single detached housing on larger urban serviced lots with a restricted range of permitted housing forms and associated uses. Generally, the requirements of the RR zone result in larger scale single detached housing with a manicured streetscape.

The RR zone only permits single detached housing and parks as principal uses and accessory buildings/structures and minor home based businesses as secondary uses. In comparison, the RS zone allows for duplexes, triplexes, and residential care homes. Also, bed and breakfast lodgings, family day homes, and living/garden suites are permitted as secondary uses.

The RR zone also has a larger minimum lot size (700 m² versus 472 m²), less site coverage (35% versus 40%), and a minimum width for single detached housing (6 m).

Historically, the RR zone was the only single family zone with a landscaping requirement. There was also a minimum floor area requirement for single detached housing. As part of the Zoning Bylaw Rewrite in 2012, the minimum floor area requirement was removed from the RR zone. Additionally, landscaping requirements have now been added to all

residential zones. These changes have resulted in a similar streetscape for new RR and RS development.

It is important to note that the vast majority of residential properties in Porter Creek are zoned RS and allow for triplex, duplex, and secondary suite development. This includes the lots on the opposite side of the street from the subject property.

Living Suites

Living suites are limited to 100 m² floor area, are only permitted on lots that are at least 462 m² or have lane access, and require a designated off-street parking space. These regulations are meant to ensure that living suites remain secondary to the principal residence and have low impact to the streetscape and surrounding neighbourhood.

Allowing a living suite at 37-14th Avenue would likely have little impact on the surrounding neighbourhood. The subject lot is 1080 m² in size. As a comparison, the RS zone allows a full duplex on lots over 744 m² and the RCS2 – Comprehensive Residential Single Family 2 zone allows triplexes on lots over 980 m².

The proponents have stated that the suite would be constructed in the basement of the single detached dwelling, making it less visible from the street.

Benefit of Living Suites

Living suites allow for additional dwelling units in areas where there are existing municipal services such as sewer, water, and garbage/compost collection. Living suites also provide additional rental housing as they are contained within a single detached dwelling and cannot be sold individually. Further, living suites provide rental income to the owner, which assists with housing affordability.

ADMINISTRATIVE RECOMMENDATION

THAT Council direct Bylaw 2014-10, a bylaw to amend the zoning of 37-14th Avenue (Lot 1691, Plan 2011-0141) to allow for the construction of a living suite in the RR-Restricted Residential Detached zone, be brought forward for due consideration under the bylaw process.

CITY OF WHITEHORSE

BYLAW 2014-10

A bylaw to amend Zoning Bylaw 2012-20

WHEREAS section 289 of the *Municipal Act* provides that a Zoning Bylaw may prohibit, regulate and control the use and development of land and buildings in a municipality; and

WHEREAS section 294 of the *Municipal Act* provides for amendment of the Zoning Bylaw; and

WHEREAS it is deemed desirable to amend City of Whitehorse Zoning Bylaw 2012-20;

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

1. Section 9.14 of Zoning Bylaw 2012-20 is hereby amended by adding a new subsection 9.14.6 (a) as follows:

“9.14.6 a) Lot 1691, Plan 2011-0141, located at 37-14th Avenue, is designated RRx with the special provision that living suites are permitted as a secondary use.”
2. The zoning maps attached to and forming part of Zoning Bylaw 2012-20 are hereby amended by changing the zoning of Lot 1691, Plan 2011-0141, from RR-Restricted Residential Detached to RRx^a-Restricted Residential Detached (modified), as indicated on the sketch attached hereto as Appendix “A” and forming part of this bylaw.
3. This bylaw shall come into force and effect upon the final passing thereof.

FIRST READING:

PUBLIC NOTICE:

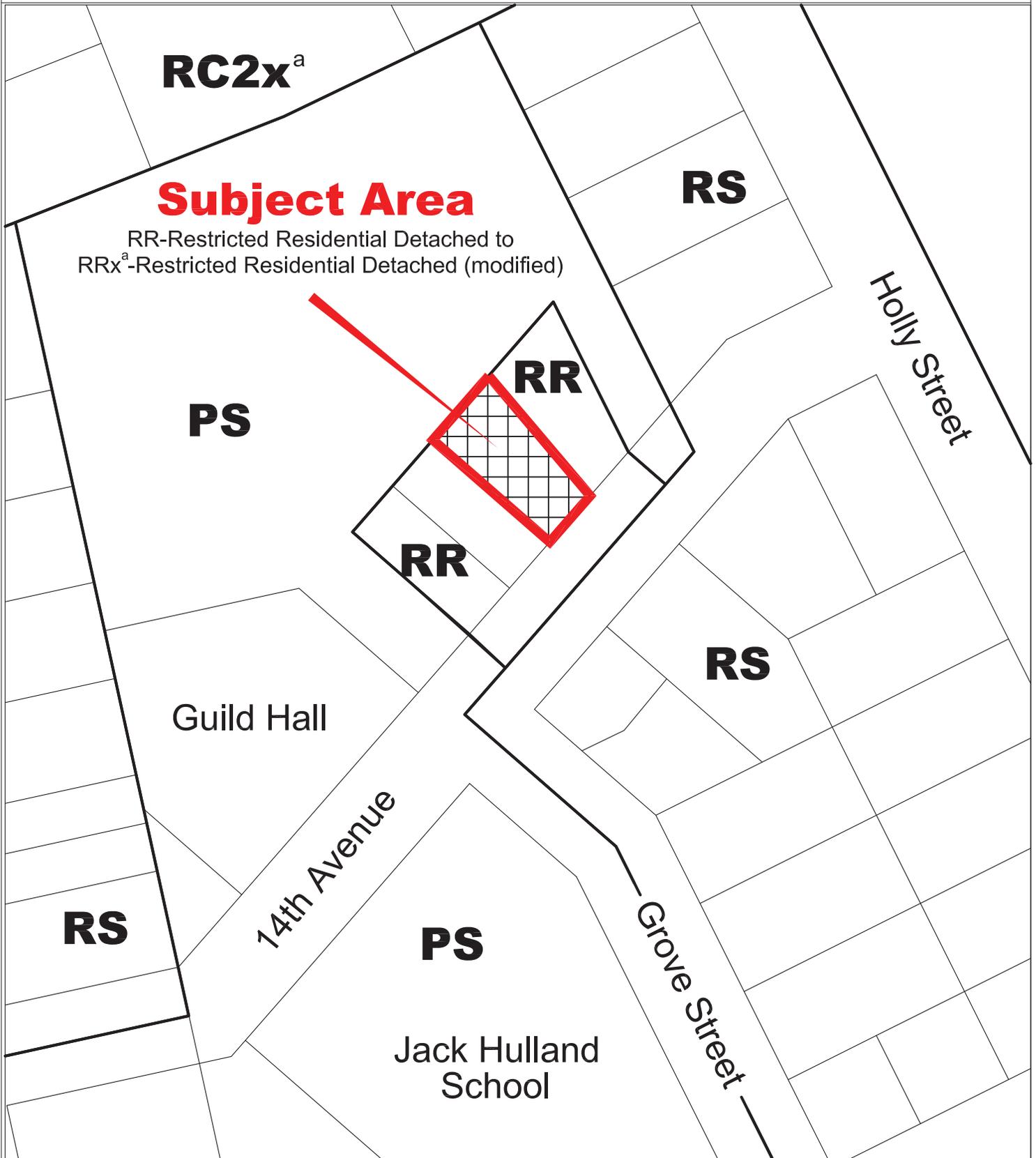
PUBLIC HEARING:

SECOND READING:

THIRD READING and ADOPTION:

Mayor

City Clerk



Bylaw 2014-10

A bylaw to amend the zoning of 37-14th Avenue (Lot 1691, Plan 2011-0141), from RR-Restricted Residential Detached to RR^a-Restricted Residential Detached (modified) to allow for the construction of a living suite.

LEGEND

 SUBJECT AREA