



CITY OF WHITEHORSE SUSTAINABILITY PLAN 2015–2050



Contents



ACRONYMS

TDM – Transportation Demand Management

OCP – Official Community Plan

GHG – Greenhouse Gas

SWAP – Solid Waste Action Plan

SSP – 2008 Strategic Sustainability Plan

ICSP – 2007 Integrated Community Sustainability Plan

NOTE

The term “City” in this plan refers to the City of Whitehorse, the municipal government. The term “city” with a lower case “c” refers more generally to Whitehorse, the entire community, land, and resources within the city limits.

About the Sustainability Plan	2	Energy and Greenhouse Gas Reduction	23
Vision.....	5	Dynamic and Diverse Culture, Heritage, and Arts	25
Values	6	Social Equity: Affordable Housing and Poverty Reduction	27
Themes	8	Connected, Engaged, Participatory Community	29
Principles	10	Safe and Healthy Community	31
Goals and Strategies	12	Diverse Local Economy	33
Strong Downtown and Livable Neighbourhoods.....	15	Zero Waste	35
Efficient, Low-Impact Transportation	17	Resilient, Accessible Food Systems	37
Healthy Environment and Wilderness.....	19	Implementation	39
Green Buildings and Infrastructure.....	21	Conclusion	42

About the Sustainability Plan



Why plan?

Sustainability planning is about anticipating, encouraging, and using change and development to create environmental and social benefits.

Sustainability planning is an opportunity for the City to:

- Identify community and environmental values
- Engage the community in a conversation about sustainability
- Harmonize and integrate discrete City and community projects and initiatives
- Define a path for the future

The City of Whitehorse is committed to maintaining a healthy environment and good quality of life for everyone over the long term – in other words, to becoming a sustainable community. All citizens have a role to play in moving towards our goals and targets, and the City has a special responsibility in helping us make choices towards sustainability.

About the Sustainability Plan



Origin of the 2015 Sustainability Plan

Whitehorse has had an Integrated Community Sustainability Plan (ICSP) since 2007. The ICSP has been the City's guide to infrastructure investment, required under the 2005–2015 Gas Tax Agreement and was prepared using a process and template provided by the Government of Yukon.

As a follow-up to the ICSP, the City developed a Strategic Sustainability Plan (SSP) in 2008, which engaged the community on values and issues beyond infrastructure. The SSP was later integrated into the Official Community Plan, and many specific actions were implemented.

This 2015 update is intended to reflect aspirations for the entire city and community, while providing the basis for future actions that can be realistically accomplished by the City. The plan will form a stronger basis for decision-making, operational improvements, and partnership-building.

About the Sustainability Plan



Process

The City of Whitehorse is constantly planning, implementing, and improving. With each plan, whether a high-level strategic plan such as this, or a theme-specific one, the City aims to capture both the practical knowledge and visionary ideas of employees and residents. Planning is a process not only of setting direction, but also of harmonizing and integrating existing plans and ongoing work into a future direction.

The major work of the plan consisted of the following:

- **Plan Review.** Analysing existing City plans and publications for strengths and gaps.
- **Set Preliminary Goals and Targets.** This phase involved conversations with City

staff, stakeholders, and the general public to verify the vision in the original plan and set preliminary goals and targets.

- **Plan Development.** Preliminary goals were refined and assigned community targets based on municipal best practices and existing City targets.
- **Action Planning.** This phase of work consisted of verifying the preliminary goals and targets, then identifying actions, partnerships and methods to help move towards meeting the targets and reaching those goals.

The public and stakeholders were asked to contribute to the plan during phase 2, and then again the plan was drafted. The engagement summary reports are available at www.whitehorse.ca/sustainabilityplan.

Vision



In developing its first Strategic Sustainability Plan in 2007, the City asked the community to help identify a long-term vision and underlying values for Whitehorse. The vision and values were reconfirmed during a sustainability charrette during that process, and were refined slightly for this 2015 update. The vision is:

“Whitehorse will be a well-planned, self-sustaining, innovative community that leads in management and conservation of wilderness, energy, and resources for the future. Whitehorse will strive for a good quality of life for all, a stable economy, and a socially diverse community.”

Values



Whitehorse Residents Value a Sense of Community

Whitehorse has a small town feel, yet offers big city services. People are friendly and involved in the community. Residents value the uniqueness of our community and celebrate the diversity of our people.

Whitehorse Residents Value their Quality of Life

Whitehorse is a safe community that offers a balanced lifestyle. Residents of Whitehorse appreciate challenging work and nearby recreation. We value the intergenerational mix of our population, access to health care and educational opportunities.

Whitehorse Residents Value the Beauty and Closeness of Nature

The Yukon River runs through Whitehorse and our city is surrounded by mountains. Our residents value the nearby access to the wilderness. Residents cherish the wildlife, green spaces and trails in our neighbourhoods and the connections to other neighbourhoods. We value clean air and clean water.

Whitehorse Residents Value Leadership

Whitehorse has world-class recreational, cultural and educational facilities. We are leaders in business, science, culture and sports. We are proud of our accomplishments and support innovators and new ideas.

Values



Whitehorse Residents Value Contributions of First Nations

The Kwanlin Dün First Nation and the Ta'an Kwäch'än Council have Final and Self Government Agreements. We value the First Nations' culture, traditions and governments. We appreciate and respect their stewardship of the land. Whitehorse residents value the participation and contribution of the Kwanlin Dün First Nation and the Ta'an Kwäch'än Council and their people.

Whitehorse Residents Value our Vibrant and Diverse Arts and Cultural Community

Whitehorse residents are proud of our heritage and enjoy our many community events and celebrations. We support our many artists and celebrate their unique and diverse works and performances. We value the cultural facilities which attract outside artists to perform and exhibit in our city.

Whitehorse Residents Value Local Businesses

Whitehorse residents value the ability to shop locally and support local businesses. Whitehorse residents are proud of Whitehorse- and Yukon-based businesses and their positive contributions.

Themes



The Whitehorse Sustainability Plan (WSP) is an update of the previous 2008 plan. While the overall direction of the plan has not changed significantly, the following themes describe how the update differs from the previous plan.

Leadership through Partnership

Like the 2008 plan, the WSP emphasizes the need for the City to show leadership in sustainability. Where the previous plan may have emphasized leadership by example through direct action, education, and communication, this plan makes a shift towards the City leading through partnership and facilitation with other organizations, governments, and citizens.

Citizen Stewardship

For the City to move to new levels of sustainability, citizens must be engaged like never before. The WSP reflects a shift in thinking from citizens being informants and advocates to being actively involved in stewardship of Whitehorse's public infrastructure and natural resources. In this way, citizens are recognized as important partners in achieving long-term sustainability goals.

Themes



Integration into City Business

The City has made significant progress in the five years since the first SSP was adopted. As part of the update, the City is integrating sustainability considerations into how it makes decisions, how it reports annually, and how it prioritizes projects. These changes will help staff and Council apply the broad concept of sustainability in practical, effective ways on a daily basis.

Focus on our Existing Assets

The WSP attempts to focus on doing more and better with the resources the City already has. These assets include, for example, a vibrant downtown, our three oldest neighbourhoods, our trail system, and our infrastructure.

Stay the Course

Since the 2008 SSP, the City has developed a number of detailed plans and strategies, and others are in progress. Similarly, the Yukon and First Nations governments have also developed influential plans. The updated WSP builds on and synthesizes previous work.

Continuous Learning, More Ambition

Reflecting a shift across North American municipalities, the WSP is moving towards measuring progress towards clear, ambitious, long-term targets. Setting long-term targets allows the City and its partners to jointly monitor progress, adjust strategy to reflect successful approaches, and drive coordinated action.

Principles

Sustainability principles help guide the setting of goals and priorities, and taking action. This plan uses the principles below, as adapted from common sustainability principles.



PRINCIPLES APPLIED

Transit Group Pass

Whitehorse Transit has partnered with the Department of Education and Yukon College to increase access to and use of transit by youth and students. Whitehorse Transit sees increased ridership, while the students gain independence and show leadership through sustainable transportation choices.

Fundamentals

Stewardship: Individuals and communities must take care of limited global, regional, and local resources.

Mutual Dependence: Land, water, air and all living organisms including humans are parts of the ecosystem. Each community is linked with the ecological, social and economic well-being of Yukon, Canada, and the world.

Equity: Individuals, communities, regions must be able to meet their social, economic and environmental needs. All people should be able to participate fully in the life of their community.

Decision-making

Integration: Social equity, economic vitality and environmental health are interrelated and mutually dependent. Decisions should seek maximum benefits in each of these areas.

Long-Term Thinking: Recognizing that sustainability involves responsibility for future generations and that the future is hard to predict, decision-making should acknowledge and address uncertainty and associated risk.

Principles



Process

Leadership: Leadership means encouraging and enabling others to adopt leading practice, and, where necessary, to act in spite of resistance.

Collaboration and Coordination: Sustainability is a shared responsibility because we all have social, environmental and economic impacts. Coordinated action and strong relationships are needed to address complex, wide-reaching issues.

Engagement: Decision-making should engage the diverse community through credible, open methods that encourage fully informed participation.

Learning and Evolution: Sustainability is a long journey. Regular, honest feedback and adjustment leads to more effective action and faster improvement.

Adaptive Approach: Plans and activities must be responsive to external pressures and changing social values. Plans should encourage resilience. Infrastructure and systems should be durable and minimize risk.

Goals and Strategies



The goals are described in the following pages. Each section contains:



Rationale about why the goal is important,



Summary of the City's jurisdictional impact,



The plan approach, describing

- Specific strategies that the City anticipates implementing to support the goal
- Ambitious but achievable targets for 2020, 2030, and 2050



Ideas for action

The Whitehorse Sustainability Plan is embodied in a set of 12 goals that describe what the community wants to achieve in the long term. The goals are relevant to everyone, and we all have a role to play in achieving them.

The strategies were developed by City staff, using public and stakeholder ideas and best practices as a starting point. The goals and strategies were then reviewed by stakeholders and the public. An appendix contains a list of potential actions that were generated by staff and the public.

Goals and Strategies



Linkages

The goals are closely intertwined with many linkages and overlaps. Any project, program, or initiative can potentially support several goals. Conflicts may also occur; resolving them will require creative solutions that engage all affected parties.

Jurisdiction

Like any organization, the City has limited influence. For each goal, the City has certain legal and effective jurisdiction. Jurisdictional limitations mean that the City cannot achieve these goals on its own, and must work with other organizations and governments to see progress.

Priorities

This plan is comprehensive and broad; the strategies and actions touch all aspects of the community where we live, work, and play.

Prioritization will be necessary as the City develops its long-term financial plan, annual budgets, and staff work plans. The City has limited resources to accomplish the strategies. While it may not be possible to implement each action, this plan will inspire the City, its partners, and community members to continue to strive towards a sustainable community and incorporate sustainability more fully into community.

Goals and Strategies



PAGE 15

Strong Downtown and Livable neighbourhoods



PAGE 17

Efficient, Low-Impact Transportation



PAGE 19

Healthy Environment and Wilderness



PAGE 21

Green Buildings and Infrastructure



PAGE 23

Energy and Greenhouse Gas (GHG) Reduction



PAGE 25

Dynamic and Diverse Culture, Heritage, and Arts



PAGE 27

Social Equity: Affordable Housing and Poverty Reduction



PAGE 29

Connected, Engaged, Participatory Community



PAGE 31

Safe and Healthy Community



PAGE 33

Diverse Local Economy



PAGE 35

Zero Waste



PAGE 37

Resilient, Accessible Food Systems





GOAL

Strong Downtown and Livable Neighbourhoods

A moderately more dense and livable city, especially downtown, with all neighbourhoods having access to low-impact transportation, diverse services and varied housing options.



Rationale

A vibrant, mixed-use downtown encourages active transportation, local businesses, civic pride, and tourism. Livable neighbourhoods attract residents and businesses. They have housing to suit different ages, abilities, and incomes, and amenities to meet daily needs.



Ideas for action*

- Address derelict sites
- Improve traffic calming downtown
- Improve non-motorized linkages to downtown

* See appendix for more potential actions



Jurisdiction

Through planning and development regulation, the City influences new development. City jurisdiction in existing built areas is low.

Approach

Using the strength of the Official Community Plan and zoning process, engage in community dialogue about livability, and what types of infill and redevelopment are appropriate, then apply this to planning and development regulations.

GOAL Strong Downtown and Livable Neighbourhoods

TARGET

Increase livability of all neighbourhoods

2020

Establish criteria and set targets

2030

10%

2050

20%

40%

CITY STRATEGY

- Establish livability criteria and incorporate into planning, development, and monitoring
- Improve transit connections to all neighbourhoods

Increase downtown population density

1%

1%

2%

- Prepare a new Downtown and Marwell Plan
- Mitigate barriers presented by Second Avenue and improve linkages between downtown and waterfront
- Increase downtown commercial vibrancy through zoning, incentives, and innovative revitalization methods

Increase population of downtown and the neighbourhoods closest to downtown (Hillcrest, Takhini, Riverdale)

- Improve non-motorized linkages to key neighbourhoods
- Improve transit connections to key neighbourhoods
- Create well-integrated and innovative infill



GOAL

Efficient, Low-Impact Transportation

Efficient movement of people via transit, cycling, walking, and multi- and single-occupant vehicles.



Rationale

Shifting to transit and active transportation improves physical health and community connectivity. It also reduces greenhouse gases, City infrastructure costs, and household transportation costs.



Ideas for action*

- Improve reporting on the true cost of roads
- Pursue complete streets policy
- Address known gaps in foot and bicycle network

* See appendix for more potential actions



Medium/High



Jurisdiction

The City regulates design and speed limits for all roads except the Alaska Highway. The City designs, funds and operates transit and off-street pedestrian and bike paths. Traffic rules, regulations, vehicle safety, and emission standards are largely beyond the City's jurisdiction.

Approach

Implement the 2013 Transportation Demand Management Plan, which focuses on improving transit and active transportation infrastructure.

GOAL Efficient, Low-Impact Transportation

TARGET

Increase active transportation and transit mode share

2020 2030 2050

35% 48% 55%

CITY STRATEGY

- Develop a Transit Plan that improves funding, scheduling, fares, promotion, and infrastructure
- Improve Transit customer experience
- Expand Transit partnerships
- Update the Trail Plan to enhance recreation and commuter network linkages
- Enhance bike and foot network between neighbourhoods and to downtown
- Assess, communicate, and account for costs of transportation dominated by personal vehicles
- Improve City internal vehicle use and management
- Maximize functionality of roads for all users

Maintain congestion levels at current standard¹⁾

100% 100% 100%

- Intersections currently meet or exceed this standard
- Explore potential to lower the target for specific intersections or times

¹ The current standard is Level of Service (LOS) D for major intersections for all movements; and E or F for peak period low-volume movements. LOS refers to the flow of traffic defined by speed and delay time. LOS ranges from "A," fastest and least delayed, to "F," the most congested. Lower LOS better accommodates users other than vehicles.



GOAL

Healthy Environment and Wilderness

Clean air, water, and soil;
healthy habitat; and a
sense of wilderness.



Rationale

Protecting and enhancing the environment has intrinsic value and is important to a high quality of life for residents. A healthy environment provides ecological services (e.g. clean water, air, soil, and a stable climate) and economic benefits (e.g. recreational activities, tourism).



Ideas for action*

- Increase safety standards of fuel tanks and decrease the risk of aquifer contamination
- Inventory degraded green spaces and brownfield sites; develop rehabilitation plans
- Create storm water management plan
- Incorporate First Nation community-based mapping work into management planning

* See appendix for more potential actions



Jurisdiction

The City manages land use and parks, influences transportation-related emissions, and influences ground and surface water use, treatment, and disposal.

Approach

Build on past foundations, enhance management planning, and increase airshed and watershed protection.

GOAL Healthy Environment and Wilderness

TARGET

2020 2030 2050

CITY STRATEGY

Reduce number of days when air quality does not meet the Yukon Ambient Air quality standards on a 10-year average	10%	10%	10%	<ul style="list-style-type: none"> Educate on wood burning practices Increase active transportation and transit mode share (See <i>Efficient, Low-Impact Transportation goal</i>)
Reduce per capita water consumption	10%	20%	30%	<ul style="list-style-type: none"> Reduce community water use Manage water use by City operations
Meet the national standard for drinking water quality	100%	100%	100%	<ul style="list-style-type: none"> Manage potential for watershed contamination
Maintain current wilderness areas as identified in the OCP	100%	100%	100%	<ul style="list-style-type: none"> Focus development within the Urban Containment Boundary Manage greenspace to rehabilitate, limit access, and limit fragmentation
Retain or increase area of regional parks	100%	100%	100%	<ul style="list-style-type: none"> Develop management plans and practices Consider park expansion through reclamation or designation
Reduce number of reported human-wildlife conflicts	5%	15%	20%	<ul style="list-style-type: none"> Reduce bear attractants from residential and commercial sites through education, regulation, and other controls Educate the public on wilderness values and wildlife conflict



GOAL

Green Buildings and Infrastructure

Reduce environmental impacts of private and City-owned buildings and infrastructure.



Rationale

Improving the performance of buildings and infrastructure in Whitehorse to reduce energy use, greenhouse gas emissions, operating costs, and environmental risks.



Ideas for action*

- Increase use of waste heat from ice plants and heating systems
- Work with partners on energy efficiency requirements for commercial buildings
- Identify grant funding for solar district energy system

* See appendix for more potential actions



Jurisdiction

The City manages its public infrastructure and buildings. The City also regulates new building and infrastructure construction, but has limited influence over existing buildings, unless they are renovated.

Approach

Continuously improve City-owned buildings and support national standards for new buildings and for infrastructure, that maximize efficient use of existing natural and physical assets.

GOAL Green Buildings and Infrastructure

TARGET

2020 2030 2050 CITY STRATEGY

City-owned buildings: Make new buildings 50% more efficient than the National Energy Code (NECB)	50%	50%	50%	<ul style="list-style-type: none"> • New Operations and Services Buildings to be 80% better than NECB
City-owned buildings: Make building retrofits with a 20-year or longer lifespan 30% more efficient than the NECB	30%	30%	30%	<ul style="list-style-type: none"> • Conduct energy assessments and upgrades to existing City buildings
New buildings in Whitehorse to be 30% more efficient than the NECB, National Building Code (NBC) or achieve comparable targeted EnerGuide Ratings	30% 84	30% 86	30% 88	<ul style="list-style-type: none"> • Revise regulations and enforcement as needed
Reduce per capita water consumption	10%	20%	30%	<ul style="list-style-type: none"> • Reduce community water use • Manage water use by City operations and system losses
Manage all infrastructure, buildings, and natural assets in asset management system	90%	100%	100%	<ul style="list-style-type: none"> • Establish and utilize a comprehensive asset management program



GOAL

Energy and Greenhouse Gas Reduction

Increased renewable energy, reduced greenhouse gas (GHG) production, and operational cost savings.



Rationale

Reducing GHGs is part of Whitehorse's commitment to global sustainability. Decreasing non-renewable energy use and increasing renewable energy production lowers community risks associated with fossil fuel dependence and climate change, and lowers operating costs.



Ideas for action*

- Develop a city-wide anti-idling policy
- Work with employers on incentives to change employee travel habits
- Improve the transit customer experience
- Improve vehicle for hire and other alternatives to car ownership

* See appendix for more potential actions



Jurisdiction

The City manages the landfill and its own energy-consuming facilities and infrastructure. The City enforces national energy efficiency standards for new buildings, operates transit, and educates on some GHG reduction activities. However, the City has limited influence on private and commercial transportation and existing buildings.

Approach

Focus on reductions from the most significant emissions sources: transportation, buildings, and water and sewer infrastructure.

GOAL Energy and Greenhouse Gas Reduction

TARGET	2020	2030	2050	CITY STRATEGY
Increase renewable energy production by the City	5%	10%	25%	<ul style="list-style-type: none"> • Incorporate renewable energy production in new and existing City-owned buildings • Consider opportunities in other non-building City infrastructure • Explore opportunity for building district energy system that utilizes renewable energy
Reduce City greenhouse gas (GHG) emissions (tonnes of CO ₂ /yr) from 2014 level	10%	25%	80%	<ul style="list-style-type: none"> • Support efforts to increase renewable energy use within the community • Focus development within the Urban Containment Boundary (<i>See Strong Downtown and Efficient Transportation goals</i>) • Implement TDM Plan (<i>See Efficient Transportation goal</i>) • Support green building and infrastructure strategies (<i>See Green Buildings and Infrastructure goal</i>) • Increase focus on Climate Change Adaptation Plan • Understand and plan for the infrastructure vulnerabilities associated with climate change
Reduce per capita GHG emissions from 2014 levels	6%	20%	40%	
Reduce total GHG emissions from 2014 levels	0% ²	6%	16%	

² With a projected population growth of 6% by 2020, a 6% reduction in per capita emissions would result in no overall reduction in emissions. Estimates are based on 1% population growth per year.



GOAL

Dynamic and Diverse Culture, Heritage, and Arts

Rich and diverse visual arts, built heritage, cultural landscapes, and community activities.



Rationale

Diverse and inclusive culture and heritage encourages a rich community life that is constantly changing. A strong arts community increases civic pride and quality of life, and attracts new residents, businesses, and visitors to Whitehorse.



Ideas for action*

- Explore the creation of an arts and entertainment district
- Encourage Front Street festivals and events

* See appendix for more potential actions



Jurisdiction

City owns heritage buildings and controls its public infrastructure.

Approach

Work with First Nations and the arts and heritage communities to protect and promote Whitehorse's diverse arts, built heritage, and cultural landscapes.

GOAL Dynamic and Diverse Culture, Heritage, and Arts

TARGET

Increase community participation rates in local arts, culture, and heritage events, including First Nation initiatives

2020

10%

2030

20%

2050

30%

CITY STRATEGY

- Increase attention to aesthetic aspects of infrastructure
- Be more active in diversity initiatives in partnership with other groups and First Nations
- Work with First Nations and the heritage and arts communities to make links to sustainability



GOAL

Social Equity: Affordable Housing and Poverty Reduction

Programs and initiatives to equitably provide for basic needs of the entire community.



Rationale

Safe, secure, decent housing is a basic need. Along with meeting that need, poverty reduction helps individuals and families reduce the potential for repeated crises, enabling them to resume their accustomed roles as workers, businesspeople, and family members in the community.



Ideas for action*

- Use inclusionary zoning to incorporate affordable housing into market housing developments
- Expand City involvement in social equity initiatives
- Explore partnerships with First Nations and other organizations on alternative housing options

* See appendix for more potential actions



Jurisdiction

The City can influence housing through development regulations and advocacy, and has a voice with organizations and governments. It can improve access to its programs and services including transportation and recreation, but has limited ability to directly affect equity.

Approach

Better define the City’s role and position on equity issues, and focus on areas it can influence such as access to City services and availability of affordable housing – and link to related initiatives like improving inexpensive active transportation options. Aim to provide housing across the full spectrum of housing need.

GOAL Social Equity: Affordable Housing and Poverty Reduction

TARGET

Reduce percentage of households spending more than 30% of total before tax income on shelter costs

Reduce income disparity between the top and bottom 20% income earners

Increase number of City-led and City-supported projects, programs, services that directly address the needs of low-income citizens

2020

2030

2050

CITY STRATEGY

- Advocate for and partner on affordable housing with other orders of governments, including First Nations
- Use planning, zoning, and development tools to encourage or require inclusion of affordable housing and support less expensive and more dense housing
- Use existing programs to build the City’s profile on poverty issues
- Implement Economic Development Strategy to encourage an inclusive economy
- Talk directly with marginalized people to understand their needs and how to address them
- Use partnerships with organizations and First Nations to increase access to City programs and facilities, transportation, and nutritious food by low-income residents



GOAL

Connected, Engaged, Participatory Community

Citizens are involved in decisions that affect them; act as stewards of the environment; and are connected and responsible to each other, the environment, and their government.



Rationale

Engaging the community is part of the City's democratic responsibility; fosters a greater sense of community and pride; and leads to better and more strongly supported civic decisions. A connected, active community strengthens the social safety net and makes people happier.



Ideas for action*

- Help activate community associations on appropriate and effective roles
- Increase opportunities for volunteerism at the City of Whitehorse
- Foster and encourage stewardship opportunities such as trail monitoring

* See appendix for more potential actions



Jurisdiction

The City determines its approach to public engagement and involvement in decision processes. The overall community connectedness is less determined by City action.

Approach

Focus on innovative two-way engagement at the neighbourhood level, and encourage and enable citizen stewardship of public resources.

GOAL Connected, Engaged, Participatory Community

TARGET	2020	2030	2050	CITY STRATEGY
Increase number of neighbourhoods with active and engaged community associations	35% of neighbourhoods	70%	100%	<ul style="list-style-type: none"> Improve capacity of community associations and provide opportunities for involvement
Increase number of City partnerships on special events and joint projects	5%	10%	15%	<ul style="list-style-type: none"> Develop new partnerships on community special events
Increase percentage of population that regularly volunteers	5%	10%	15%	<ul style="list-style-type: none"> Encourage volunteerism for and by the City
Increase number of new, unique, or annual opportunities for public participation	3%	5%	10%	<ul style="list-style-type: none"> Improve and modernize City communications methods and capacity Encourage citizen stewardship of public spaces through increased reporting, repair, and improvement
Increase direct engagement with hard-to-reach audiences (% of major consultative processes with at least one direct opportunity)	100%	100%	100%	<ul style="list-style-type: none"> Prioritize direct engagement with hard-to-reach audiences when engaging with the community and partner with First Nations when appropriate



GOAL

Safe and Healthy Community

Physical and mental health and safety from hazards such as fire, crime, and traffic.



Rationale

Safety and security are basic needs and important determinants of quality of life. Perceived and actual sense of security is important for individuals to function and for communities to be healthy. Pedestrians, cyclists and transit users are more likely to use cars if they don't feel safe.



Ideas for action*

- Online hazard reporting
- Shift recreation programming outdoors as indoor facilities reach capacity
- Calm traffic and decrease speeds to improve safety in key areas

* See appendix for more potential actions



Varied



Jurisdiction

High influence over traffic and road design, recreation, and fire protection. Medium influence over crime, personal safety, social services.

Approach

The City's will continue to focus on life safety and physical health. The City will continue its high investment in fire and water safety, and will emphasize both recreation and active transportation to encourage physical health. It will work to support mental health services provided by others. Prevention will be a key focus.

GOAL Safe and Healthy Community

TARGET

2020 2030 2050

CITY STRATEGY

Decrease the percentage of population with chronic illness	2%	2%	2%	<ul style="list-style-type: none"> • Support a shift to preventative approaches • Minimize barriers to a safe and enjoyable recreational and commuting experience • Work with partners to improve appropriate support for people with addictions and mental health needs
Increase use of trails, pedestrian pathways, and commuter routes	35%	100%	150%	<ul style="list-style-type: none"> • Encourage use of trails, commuter paths, and outdoor active recreation equipment • Minimize safety barriers (see above)
Decrease number of traffic accidents	10%	20%	30%	<ul style="list-style-type: none"> • Improve safety for vulnerable users (See strategies under <i>Efficient, Low-Impact Transportation</i>)
Decrease number of vandalism reports to City	5%	10%	15%	<ul style="list-style-type: none"> • Consider urban design solutions for safety • Increase citizen participation and First Nation partnership in monitoring and reporting of vandalism and crime
Number of fire department callouts per capita decreases	5%	10%	15%	<ul style="list-style-type: none"> • Work with other agencies and First Nations to address the root cause of emergency callouts • Raise awareness of personal safety



GOAL

Diverse Local Economy

A stable, diverse economy that is resilient to global change and features a strong labour force, a healthy municipal corporation, and a supportive environment for entrepreneurs and local businesses.



Rationale

A diverse, inclusive and thriving local economy ensures residents have the opportunity to both participate and benefit from economic opportunities. A healthy economy creates jobs and income that will allow all residents to meet their basic needs.



Ideas for action*

- Support social enterprise and the social economy
- Work with arts, culture, heritage, and diversity organizations and First Nations to support and promote cultural experiences, heritage and historic interpretation

* See appendix for more potential actions



Low



Jurisdiction

The City has some influence over the local economy development initiatives, land use planning and development control, and promotion of Whitehorse. While the economy is strongly driven by regional, national, and global shifts, the City can play an important role in community economic development initiatives.

Approach

The City will implement actions in the 2015 Community Economic Development Strategy, focusing on partnerships and using existing tools and resources. The City will also keep a good financial house to enable further sustainability work.

GOAL Diverse Local Economy

TARGET

Maintain a Long-Term Financial Plan (LTFP) and process for the City of Whitehorse

Increase the economic diversity index³

Increase number of business licenses (five-year rolling average)

2020 2030 2050

100% 100% 100%

90 90+ 90+

4% 3% 2%

CITY STRATEGY

- Develop a long-range financial plan and capital asset management plan for the City
- Align Sustainability Plan, Official Community Plan and LTFP
- Improve monitoring/forecasting of economic trends to plan for infrastructure, services, housing
- Improve the local business climate
- Ensure an inclusive economy
- Champion infrastructure development
- Attract residents
- Foster an entrepreneurial culture
- Create a vibrant downtown core
- Consider economic opportunities for trail development and cultural landscapes

³ The index is based on a 100-point scale. Yukon scored 88.08 in 2012, compared to Manitoba's top score of 93.05.



GOAL Zero Waste

Minimize waste generation and maximize resource recovery through reducing, reusing, recycling, and composting.



Rationale

Reducing waste saves money, benefits the environment, and fosters responsible consumption and production.



Ideas for action*

- Work with First Nations to divert waste from new and existing subdivisions
 - Increase amount of compost produced and used at City sites
 - Communicate and enforce new regulations
- * See appendix for more potential actions



Jurisdiction

The City manages the Waste Management Facility, funds some recycling services, and educates the public about waste diversion practices. The City has low control over consumption patterns. Partners collect and process materials.

Approach

Build on successful implementation of the SWAP, monitoring progress and adjusting as needed. Work with key partners to address systemic issues beyond the City's influence.

GOAL Zero Waste

TARGET

Increase waste diversion; target reflects percentage of all waste generated that is diverted

2020 2030 2050

50% 65% 90%

CITY STRATEGY

- Work with Government of Yukon on long-term and sustainable territory-wide waste management system
- Develop long-term economic feasibility plan for waste management
- Increase organics diversion
- Increase commercial recycling and find residential recycling solutions
- Improve public education on waste diversion
- Improve waste diversion from City facilities
- Expand enforcement of illegal dumping



GOAL

Resilient, Accessible Food Systems

Production, processing, distribution, and sales of local, healthy food to all residents.



Rationale

Increasing local food production, processing, and consumption makes Whitehorse less vulnerable to weather-related supply interruptions; creates more local, green jobs; and reduces food insecurity.



Ideas for action*

- Work with partners to identify specific regulatory changes to help growers
- Explore brownfield farming and alternative methods of growing

* See appendix for more potential actions



Low



Jurisdiction

The City can influence food-based businesses and activities, but has little influence over production, regulation, and consumption.

Approach

Develop an Agriculture Plan to define the City's role, potential actions, and key partnerships. Begin initiatives to encourage local production and processing, facilitate partnerships, and share resources.

GOAL Resilient, Accessible Food Systems

TARGET

Increase consumption of local food

2020

Set targets

2030

2050

CITY STRATEGY

- Create a City Agriculture Plan, including local food plan
- Build skills and knowledge to support northern climate food production and processing

Increase number of community garden plots

35%

70%

100%

- Make land, education, and resources available to community gardens

Increase amount of finished compost produced by City each year

10%

10%

10%

- Expand feedstock volume and sources
- Maintain quality of, and expand markets for finished compost

Implementation

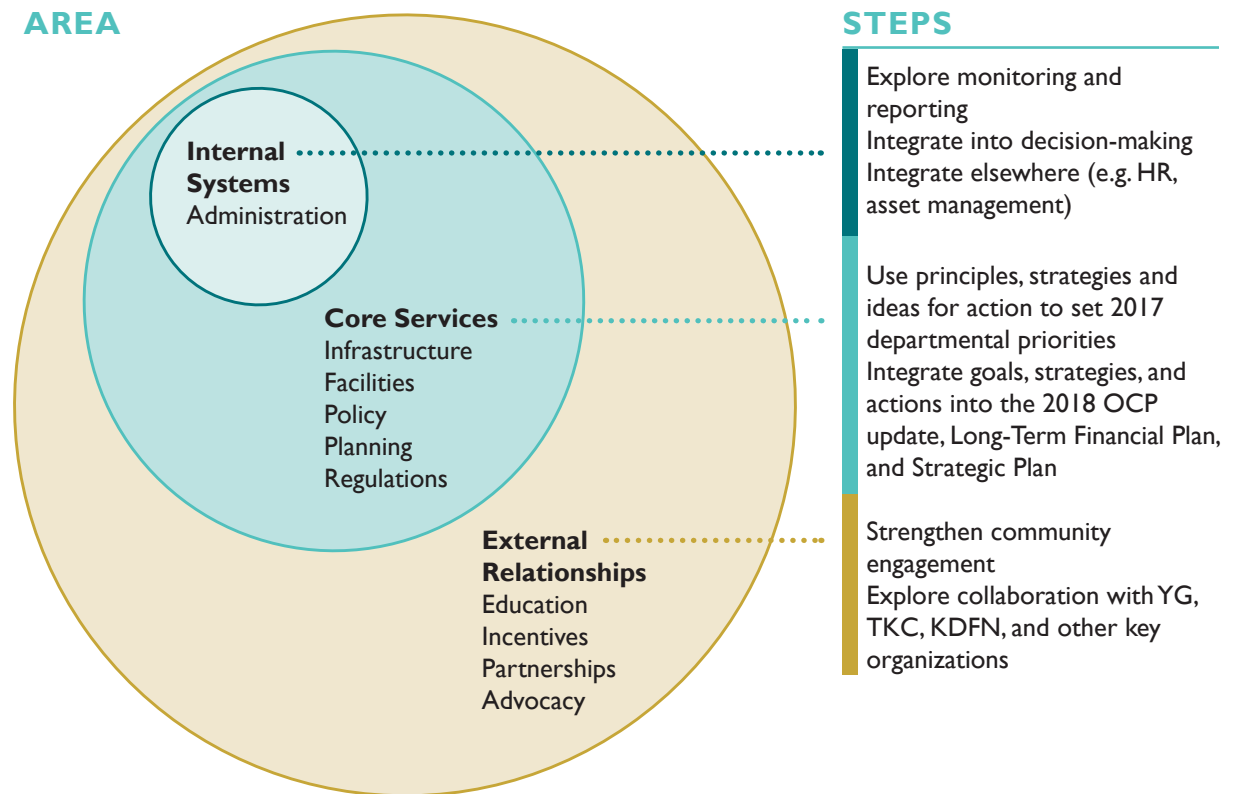
The Whitehorse Sustainability Plan is a long-term plan. It sets broad direction for the whole community, but also identifies strategies for the City to move towards its goals and targets. The plan is significant in the City's sustainability efforts and implementation is critical.

Initial Priorities

For the plan to be effective, the City must focus on both its external partners and its internal systems and core service delivery. Implementation must involve stakeholders and the community in coordinated and collaborative efforts.

The City will continue to build strong internal systems to improve core service delivery and support sustainability, while also building a foundation for effective external collaboration.

The diagram below outlines the steps associated with those three areas of implementation.



Implementation



The Next Five Years

The timeline below shows in general terms how sustainability will become more integral to what the City does, building on the early actions above.

	2015 →	2016 →	2017 →	2018 →	2019 →
Internal Systems	Initial integration	Continuously improve City systems			
Core Services	Current priorities	Departmental priorities informed by sustainability considerations			
External Relationships and Engagement		Explore roles and opportunities for collaboration	City collaborates in ways appropriate to its mandate and strengths		
	Ongoing effort to embrace culture of sustainability				

Implementation

Collaboration

The City recognizes that ongoing collaboration is needed in a community where so many jurisdictions and organizations co-exist. Collaboration can help focus and align efforts, making service delivery more effective and efficient.

In general, the City plays a number of roles:

- **Advocate** – influences decisions and policy
- **Educator** – communicates, supports, and develops community knowledge and understanding
- **Capacity Builder** – improves the ability of other organizations to contribute to shared goals
- **Convener** – draws people and organizations to work together
- **Coordinator** – supports others to coordinate initiatives, programs, funding, etc.
- **Funder** – funds qualifying organizations
- **Planner/Regulator** – develops plans, policies, and regulations
- **Service Delivery** – provides services directly

There are three broad options for the City to consider in its efforts to collaborate, which range in complexity, resources required, and effectiveness:

- **Comprehensive Strategy:** The City could develop a comprehensive strategy for convening and coordinating, with a consistent round table or similar model to use for focusing on specific goal areas.
- **Focus on Key Issues:** The City could be a convener on key issues, and define its role based on its mandate and capacity with regard to each issue.
- **As Needed:** The City could pursue collaboration on issues on an ad hoc basis.

The first two approaches offer a consistent approach to collaboration. They establish direction and expectations, but can adapt to groups' different needs and capacities.

Conclusion



Thank you

to our staff models and photographers Sarah Lewis and Christian Kuntz for the portraiture in this publication.

The City of Whitehorse is committed to becoming a sustainable community. All citizens have a role to play in moving towards our goals and targets. The City has a special responsibility in helping us make choices towards sustainability. Let this plan be a call to practical action, productive partnership, and thoughtful stewardship for us all.



Get in touch and get involved



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