



THE CITY OF DAWSON

**AGENDA - COUNCIL MEETING #C20-17
TUESDAY, September 29, 2020 at 7:00 p.m.
Council Chambers, City of Dawson Office**

- 1. CALL TO ORDER**
- 2. ADOPTION OF THE AGENDA**
 - a) Council Meeting Agenda #C20-17
- 3. PUBLIC HEARING**
- 4. ADOPTION OF THE MINUTES**
- 5. BUSINESS ARISING FROM MINUTES**
- 6. FINANCIAL AND BUDGET REPORTS**
- 7. SPECIAL MEETING, COMMITTEE, AND DEPARTMENTAL REPORTS**
 - a) RFD- Heritage Advisory Committee Appointment
 - b) CAO Salary
 - c) Dawson City Recreation Centre Communications Plan
- 8. BYLAWS AND POLICIES**
- 9. CORRESPONDENCE**
- 10. PUBLIC QUESTIONS**
- 11. INCAMERA**
- 12. ADJOURNMENT**

Report to Council



For Council Decision For Council Direction For Council Information

SUBJECT:	Heritage Advisory Committee Appointment	
PREPARED BY:	Stephanie Pawluk, CDO	ATTACHMENTS: <ul style="list-style-type: none">• None.
DATE:	September 17, 2020	
RELEVANT BYLAWS / POLICY / LEGISLATION:	<ul style="list-style-type: none">• Heritage Bylaw 2019-04	

RECOMMENDATION

It is respectfully recommended that:

1. Council appoint Patrik Pikalek and Megan Gamble to the Heritage Advisory Committee with terms ending September 30, 2022.

ISSUE

To reappoint two voting Heritage Advisory Committee members to maintain a full committee of five voting members.

BACKGROUND SUMMARY

The Heritage Advisory Committee serves at the pleasure of Council, as per the terms laid out in the Heritage By-Law #2019-04. Section 4.01 of the By-Law requires that Council appoint by resolution no less than three and no more than 5 members to the Committee.

If the appointment in this request is approved, the Committee will consist of the following members:

Angharad Wenz – appointed October 30th 2019 to September 30th 2021
Eve Dewald – appointed October 30th 2019 to September 30th 2021
Jim Williams -appointed August 18th 2020 to September 30th 2021
Megan Gamble – appointed October 30th 2019 to September 30th 2022
Patrik Pikálek – appointed October 9th 2018 to September 30th 2022

ANALYSIS / DISCUSSION

A quorum of three members is required to pass resolutions that serve as recommendations to the Community Development and Planning Officer and Council. As such, it is important to have a full Committee of five members for the purpose of maintaining quorum.

Both Patrik Pikalek and Megan Gamble are currently serving on the HAC. This proposed appointment was discussed at HAC meeting #20-016 on September 16th, 2020. Committee members showed support for these appointments.

This is Mr. Pikalek's statement of intent for applying to sit on the Heritage Advisory Committee, received via email on September 10th, 2020:

"Hello,


This is my statement of intent to serve another term as member of Heritage Advisory

Committee of Dawson City. I have been originally asked to join the committee to contribute with my analytical skills and also with the point of view of the tourist - as I came to Dawson as one. I would be honoured if approved to be able to contribute my skills and experiences another three years. During my first term with the committee I have gained understanding of Dawson City heritage bylaw. With my current position as a Court Registry Clerk I could apply my skills of proper interpretation of the various policies and their application. Also as a business owner myself I hope to be able to relate to the businesses planning to make a new developments in our town and to be able explain the benefits of preserving the unique look and protecting the authenticity of the Dawson City heritage.

Thank you for your consideration.

Kind regards,

Patrik Pikalek”

APPROVAL	
NAME: Cory Bellmore, CAO	SIGNATURE: 
DATE: Sept 25, 2020	

Report to Council



For Council Decision For Council Direction For Council Information

In Camera

AGENDA ITEM:	Dawson City Recreation Centre Communications Plan	
PREPARED BY:	C Bellmore, CAO	ATTACHMENTS: DCRC Communications Plan
DATE:	Sept 25, 2020	
RELEVANT BYLAWS / POLICY / LEGISLATION:		

RECOMMENDATION

That Council approve the Dawson City Recreation Centre Communication Plan.

ISSUE / PURPOSE

To provide a plan to guide to layout the team, stakeholders and strategy to ensure we are meeting expectations of engagement for this project.

BACKGROUND SUMMARY

Council has chosen to abandoned the continued repair of the current facility and instead to plan a new Recreation Centre for Dawson City.

Administration has been working with Colliers Project leaders on moving the new Recreation Centre project forward for the City of Dawson. Part of this work includes a Communications Plan to carry us through the project life.


ANALYSIS / DISCUSSION

This Communications Plan outlines the necessary communications to achieve understanding and engagement of all stakeholders throughout the Project lifecycle. The plan focuses on the following:

- Structure of Communications Strategy, Implementation and Client expectations.
- Project team roles, responsibilities and the decision-making process.
- An overview of key project priorities which require both change management and risk management considerations.

This plan is intended to be fluid and change as the project evolves and as stakeholders are better defined.

APPROVAL

NAME:	Cory Bellmore, CAO	SIGNATURE: 
DATE:	September 25, 2020	



Dawson City Recreation Centre Communications Plan

Date: September 22, 2020

821099-0030(2.0)



Colliers
Project Leaders

Acknowledgements

Client: City of Dawson

Cory Bellmore – Chief Administrative Officer

Matra Selassie – Recreation Manager

Communications Plan

Kyle Humphreys, Senior Project Manager

Jan Rawling, Assistant Project Manager

Colliers Project Leaders
230 – 2237 2nd Avenue
Whitehorse
Y1A 0K7

821099-0030(2.0)

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1. Executive Summary

1.1 Background

The City of Dawson has decided to abandon the continual rehabilitation of the existing Art and Margaret Fry Recreation Centre and has approved moving forward with planning the construction of a new recreation centre for its citizens. The existing facility is approximately 40 years old and has a long history of significant foundation and structural issues. The newer addition, constructed in 2001/2002, has experienced similar issues and its interior fit-up remains incomplete. The City has attempted to address these issues over the years, but the capital investments that were made have not rectified the root cause of the problem and significant future capital investment is required to keep the facility operational and safe for public use.

The history of the design and construction of the existing facility, as well as the continual need for its repair, has created a political environment that requires diligent attention to public opinion and open and transparent communication and reporting.

1.2 Plan Objectives

This Communications Plan outlines the necessary communications to achieve understanding and engagement of all stakeholders throughout the Project lifecycle. The plan focuses on the following:

-) Structure of Communications Strategy, Implementation and Client expectations.
-) Project team roles, responsibilities and the decision-making process.
-) An overview of key project priorities which require both change management and risk management considerations.

1.3 Structure of the Communications Strategy

The Communications Strategy reviews:

-) The success criteria for the project;
-) The communications roles and responsibilities of parties involved in the project;
-) The project decision-making framework and communications required for the framework;
-) Communication risks and how they will be managed; and,
-) The recommended approach to implement the strategy.

1.4 Implementation

The implementation of the communications strategy must be integrated with the overall project schedule and thus the consolidated project schedule must be updated to include key communications activities.

1.5 Client Expectations

-) All day to day communications will be between the City of Dawson CAO, the Recreation Manager (RM) and the Colliers Project Leaders Designated Project Manager (DPM) and Assistant Project Manager (APM).



-) All day to day communications between the City of Dawson (the City) and the Yukon Government (YG) will be between the DPM and the YG Project Manager.
-) The DPM will communicate with the YG Project Manager on a regular basis.
-) The DPM will escalate all important information, issues and questions that cannot directly be dealt with to the CAO and/or RM.
-) The City and Colliers Project Team shall meet regularly via teleconference or videoconference to provide project updates and move action items forward. Colliers will maintain and update an action/decision log after each meeting.
-) Colliers will travel to Dawson as required.
-) Colliers to provide monthly Project Status Reports to the CAO and RM providing progress summary, schedule, budget and risk updates.
-) Council is to be provided opportunity to review and provide feedback on draft versions of key project deliverables.
-) Clear lines of communication will be followed, as described in the Communications Chart (Appendix C).
-) Required community consultation are needed at appropriate project stages.
-) Public consultations are to be conducted in person.
-) Policies and regulations related to COVID-19 will be respected and followed.
-) All public engagements require a engagement plan to be submitted, reviewed and approved by Council prior to the start of engagements.

2. Project Success Criteria

-) City staff, Council and the public feels included in the planning and design process by way of strategic and regular communication, as well as participating in consultation workshops where appropriate.
-) The existing facility remains open to the public, with no loss of the ice-rink for a season.
-) The City's operating budget can support the new facility.
-) The building is easy to maintain by specifying systems and finishes that are easy to clean and operate. Training must be provided to operations staff during the commissioning phase of the project.
-) Establish a realistic capital budget and complete the project within this budget. Upfront planning/ scoping is critical, and scope creep should be avoided during construction.

3. Project Roles and Responsibilities

This section identifies the roles and responsibilities with respect to communications functions at a detailed level. The Project Plan outlines additional project responsibilities. **Appendix A** of this plan contains contact details.

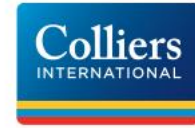


Person/Position	Role	Responsibilities
Cory Bellmore, Chief Administrative Officer	Sponsor	Provides direction to all team members Communicates the City's goals, objectives, values Oversees all City staff Provide approval on budget, scope and schedule Allocate internal resources as required Main point of contact for the City
Paul Robitaille, Recreation Manager	Recreation Manager	Champions the needs of the Recreation department and the community. Make recommendations on budget, scope and schedule Provides project input specific to recreation and programming
Council	Represent the citizens of Dawson City	Responsible for making all major project decisions and direction.
Kyle Humphreys, Senior Project Manager	Owner's Representative – Designated Project Manager	Main point of contact for Colliers Main point of contact between YG team and the City Responsible for execution of all Colliers activities Client point of accountability for all Colliers contract matters
Jan Rawling, Assistant Project Manager	Owner's Representative - Assistant Project Manager	Responsible for project coordination and administration related to the Colliers' services.
Jackie Burgess, Project Manager	Yukon Government, Community Service, IDB	Main point of contact for YG Responsible for execution of all YG activities
Annika Palm, Senior Project Manager	Yukon Government, Community Service, IDB	Supports Jackie Burgess Managed desktop geotechnical investigation
Prime Consultant	TBD	Responsible for the development and completion of the Site Feasibility Study and Selection, Functional Program and Conceptual Design Main point of contact for consultant team
Cost Consultant	TBD	Provides Class D cost estimate
General Contractor	TBD	Responsible for all construction activities per the Contract Documents

4. Decision-Making and Governance

Appendix B illustrates the responsibility for each role in making decisions for this Project based on the type of decision required.

If the circumstances of a particular decision require a different decision-making approach, the Project Manager will define how the decision will be made and advise any parties involved in the decision.



Designated decision-makers on the team shall appoint a replacement if they are absent for any duration of time throughout the course of the project.

4.1 Decision-Making Structure

The City of Dawson Mayor and Council have final authority on all major project decisions and approvals. They will weigh in on project direction and review and approve final deliverables.

The City of Dawson CAO reports directly to the Mayor and Council. She will keep them apprised of project progress and request their approval for project documents and decisions, as required.

The City of Dawson Recreation Manager reports directly to the CAO and will weigh in on project requirements and participate as a Project Team member. The RM will provide the CAO with recommendations for decisions that need to be made.

The City of Dawson has retained Colliers Project Leaders (Colliers) to act as their internal Project Manager. The Colliers project management team will form part of the Project Team and will report directly to the CAO and RM. Colliers will be responsible for the day to day communication with YG on behalf of the City. Colliers will provide recommendations for decisions that need to be made by the CAO and RM.

Because the Yukon Government (YG) is currently providing the funding for Feasibility Study & Functional Programming phase of the project, YG has decision-making authority regarding pricing and the amount of scope they are willing to include in this phase of the project. The CAO and Colliers PM will advocate on behalf of the Mayor and Council to ensure that the City's needs are being met.

Please see Communication Lines Chart attached below as **Appendix C**.

4.2 Project Change Approvals

Rigorous change management is essential to maintain the project budget and schedule. Procedures must be defined for both normal and urgent changes. Urgent change decisions are those that will cause a delay or additional cost to the project if they are not made in a shorter period than the normal process would allow. In some cases, decisions may be required without firm cost information and be made based on the judgement that the unknown cost of the change will be less than the cost of not making the change. The Project Plan will provide more detail on the change approval process. The following is a description of the communications component for normal and urgent change approval processes:

4.2.1 Client Initiated Changes

-) Client requests change in consultation with the DPM.
-) The DPM will provide this change request to the YG Project Manager.
-) If the change is related to the Prime Consultant's scope of work, and YG approves of the change request, the YG Project Manager will request a proposal for the change in scope from the Prime Consultant.
-) The Prime Consultant will issue a proposal for the change in scope of work for review in pricing by the YG Project Manager.
-) If YG approves, the YG Project Manager will issue a Change Order to the Prime Consultant.



- J If the change is related to the General Contractor's scope of work, and YG approves of the change request, the YG Project Manager will request that a Proposed Change Notice (PCN) be issued to General Contractor (GC) by the Prime Consultant.
- J GC to provide pricing for PCN.
- J Prime Consultant to review/provide feedback and recommend for acceptance.
- J YG to review with the Colliers/City for acceptability.
- J Prime Consultant to issue signed Change Order to the GC for signature.
- J GC to return signed CO for project record and submission for approval.
- J Prime Consultant to issue Change Order to the GC for execution of the work.

4.2.2 Consultant or Contractor Initiated Changes

Consultant determines a need for a change in consultation with the YG PM.

- J PCN is issued to GC by Prime Consultant.
- J GC to provide pricing for PCN.
- J Prime Consultant to review/provide feedback and recommend for acceptance
- J YG to review with the Client for acceptability
- J Prime Consultant to issue signed Change Order to the GC for electronic signature
- J GC to return signed CO for project record and submission for approval
- J Colliers Project Leaders to submit to Dawson to review, approve and sign CO
- J Prime Consultant to issue Change Order to the GC for execution of the work.

5. Stakeholder Management

5.1 Stakeholder Identification

Knowing who the project Stakeholders are and being able to manage their expectations effectively throughout the project life cycle enhances the Project Team's chances of project success. The Project Team conducted a brainstorming session and has identified the following key stakeholders:

- J Mayor and Council
- J City Administration and Recreation Staff
- J Yukon Government – Infrastructure Development Branch
- J Tr'ondëk Hwëch'in First Nation
- J General Public (Dawson City)
- J Hockey and Curling League Members
- J Fitness Centre Members
- J Swimming Pool Users
- J Robert Service School
- J Other future user groups

5.2 Stakeholder Analysis

Use a Structured Approach

It is important to discover the agenda of each *Stakeholder* as it relates to the specific project. For example, a *Stakeholder's* general position could be positive (supporter), negative (naysayer) or neutral (indifferent). Are there important relationships between any of the *Stakeholders*? As an example, if a contractor is married to the local news anchor, we might want to be aware of that connection.

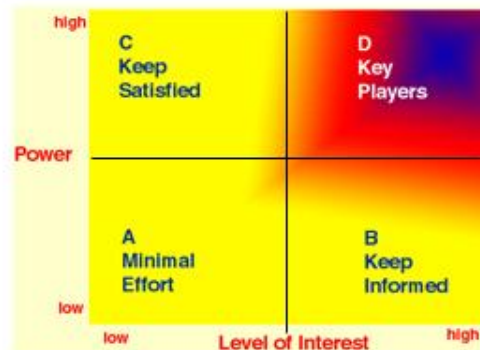
The Project Team shall collectively decide which factors to use in assessing *Stakeholders*. Typical factors include:

-) How much influence do individual *Stakeholders* have?
-) How likely are they to exert that influence?
-) How much power do they have?
-) What level are they in the project organization?

Consider Power and Interest

The Project Team may look at Level of Power vs. Level of Interest. It's important to achieve consensus about what 'power' or 'interest' mean. A person who is at a lower level in the organization may have a high degree of power stemming from personal relationships or from having specialized expertise. When considering how much interest a person has, understand how likely they are to try to influence outcomes. Clear definitions of what power and/or interest *Stakeholders* possess can yield very different assessments of their ability to impact the project.

Power / Interest Grid



5.3 Managing Stakeholder Expectations

As early as possible in the project, it is a best practice to ensure that all *Stakeholders* have a very clear understanding of the project boundaries including scope, constraints, dependencies and other key issues.

There may be an advantage to conducting one-on-one interviews with key *Stakeholders*; it will allow you to tailor your communication style to their needs and it will provide them with an opportunity to openly express sensitivities or interests.



5.3.1 Building Consensus

Part of managing expectations is figuring out what each *Stakeholder* cares the most about and realizing that their wishes are subject to change on your journey through the project. More than compliance, the Project Team will need to build consensus among the *Stakeholders*. Consensus does not imply complete agreement, but rather involves coming to a decision that all *Stakeholders* are reasonably comfortable with.

To get buy-in on the wish list items, you will have to provide each *Stakeholder* with an opportunity to present ideas, gather input from other *Stakeholders* and explore any underlying issues with the group.

Typically, the *Stakeholders* will have to make choices from the wish list or narrow the list until it is manageable. When you are facilitating these discussions, here are a few things that will build consensus:

- J keep the discussion on track and avoid going in circles;
- J focus on the key ideas and not on the originator of the idea;
- J avoid group think;
- J encourage respect and open discussion of all items;
- J determine the decision making process in advance.

Various approaches should be considered when planning to manage *Stakeholder* expectations, such as:

- J developing an Issues Log, which should highlight action items;
- J avoiding prolonged unresolved issues;
- J being proactive;
- J anticipating issues and communicating them to team members and affected *Stakeholders*; and
- J providing affected *Stakeholders* with proposed solutions to existing and anticipated issues.

5.4 Stakeholder Register

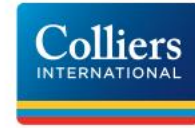
To document the *Stakeholders* that may impact, or be impacted by this project, a Stakeholder Register, document 821099-0031(1.0), has been created and will be maintained, and is included as **Appendix D**.

6. Communications Strategy

6.1 Key Messages of the Project

During the Pre-planning phase of this project, Stantec worked with Council to develop the Vision for this project. This Vision statement, approved by Council, is important to the key messaging for all communications of this project. Taken verbatim from Stantec's Pre-Planning Report:

“The City of Dawson will build a highly usable public space that is socially responsible and financially sustainable. The future Dawson Recreation Centre will be a safe, accessible, community hub which meets the recreation needs of as many residents as possible.”



6.2 Communications Channels

As there are numerous communications channels available, the Project Team will select the appropriate channel(s) for each message. Typical communications channels are:

6.2.1 In Person

-) Face-to-Face interactions will allow the Project Team to engage staff directly. This may include planned events, workshops and meetings.
-) Of the above list, events and workshops are a departure from normal operations and potentially could incur a cost (i.e. catering, decor, hosting during work day causing a loss of chargeable time, asking for employees to offer personal time to attend etc.), the Project Team will be selective with their implementation of workshops and events.
-) Examples of where events and workshops would suit: focus groups, presentations of schematic designs, tours of the new building, social events to encourage exploration of new space and orientation sessions to familiarize with the new building.
-) NOTE: Due to the COVID-19 pandemic, it is unclear what affect this will have on face to face meetings, events and workshops long-term. The Project Team will monitor the situation and make alterations to any in-person meetings as requirements evolve.

6.2.2 Electronic Communications

-) E-mails are the Project Team's most effective tool, but it must be carefully and sparingly used. In the event audiences are ignoring e-mails or deleting e-mails prematurely, other electronic communications tools / channels should be used to support the email.
-) Generally, e-mails must include: one subject per email; a short and concise message; copied only to relevant stakeholders.

6.2.3 Teleconferencing / Videoconferencing

-) Teleconferencing is a great way to gather multiple people together to discuss project information, updates and issues when all cannot meet face to face. Meetings in large groups should only be held when absolutely necessary, as many stakeholders' time is important.
-) Due to the impacts of the COVID-19 pandemic on face to face meetings, videoconferencing is becoming more popular, and is a great way to keep Project Team members and other stakeholders connected. This is becoming a preferred method of remote meetings.

6.2.4 Reporting

-) Project Status Reports are a great way for *Stakeholders* to get regular updates on project progress, schedule, cost and risk updates, and progress photos, if applicable.
-) This style of communicating means that *Stakeholders* don't need to wonder where the project is at without having to call or email for updates. This becomes a more passive and effective way of communicating.

6.2.5 Media

-) Websites: The City's website, or a project website linked to the City's website, can be established to provide the General Public specific project updates and planning of information gathering/sharing sessions.



- J Social Media: A social media account(s) could be setup to provide updates throughout the project. This might only be appropriate for certain demographics.
- J Local newspaper: Articles or ads in the local newspaper may also be appropriate to provide updates and public information notices for the general public.

6.3 Council Engagement / Involvement

The City of Dawson Council is a very active Council, and will require regular updates, involvement in reviewing draft deliverables and reports, and participating in consultation workshops. The Project Team must be cognizant of all stages where Council must be notified, consulted or relied upon for decision-making.

Council members meet at bi-weekly Council meetings and bi-weekly Committee of a Whole meetings. These meetings are the best time to provide Council with project information requiring review, input, and/or approval. Information requiring the Council's attention must be provided a week in advance.

A schedule of the Council Meetings and Committee of a Whole Meetings is attached as **Appendix E**.

6.4 Public Engagement / Consultations

This project is a very important piece of community infrastructure. Recreation is highly important to the citizens of Dawson City, therefore, the input of the public is critical to project success. The public must remain informed, but also, their voice and opinions must be heard to ensure the public buy-in is achieved.

Public input must be gathered during the programming and design phases, including site selection of the new facility. It is expected that this will be achieved through in-person public meetings, once the restrictions of COVID-19 are removed.

To ensure the Public Engagement process is appropriate for this project, and satisfactory to the City, the Consultant for any engagement process must submit an Engagement Plan to be reviewed and accepted by Council, prior to the start of any engagement.

7. Appendices

Appendix	Description
Appendix A	Project Contact List
Appendix B	Communications Matrix
Appendix C	Decisions Process
Appendix D	Stakeholder Register
Appendix E	Council Meeting and Committee of Whole Meeting Schedule

APPENDIX A - Project Contact List

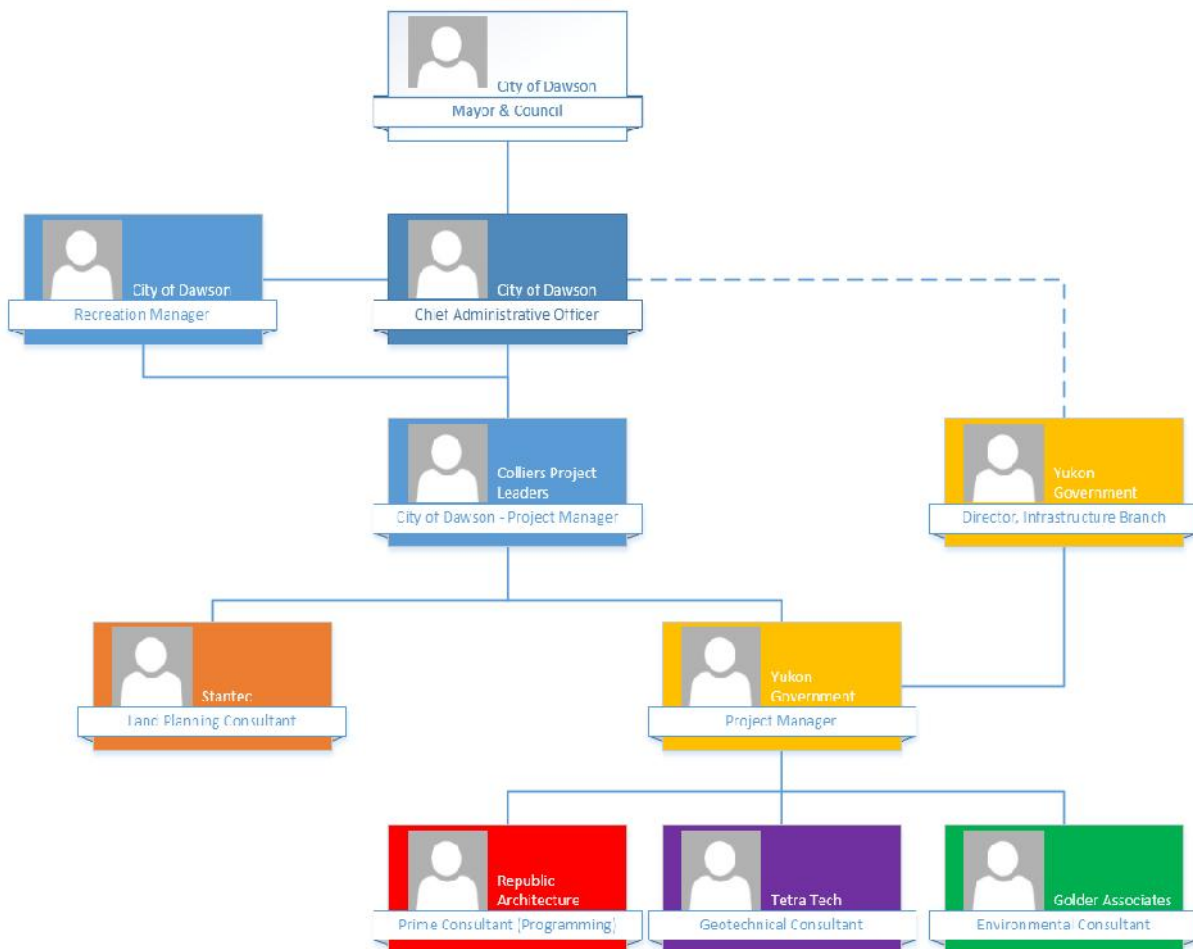
Name	Title	Company	E-mail	Phone
Owner Team				
Cory Bellmore	Chief Administrative Officer	City of Dawson	cao@cityofdawson.ca	867-993-7400 – Ext 402
Paul Robitaille	Recreation Manager	City of Dawson	recmanager@cityofdawson.ca	867-993-7400 – Ext 204
City Project Management Team (Colliers Project Leaders)				
Kyle Humphreys	Senior Project Manager	Colliers Project Leaders	kyle.humphreys@colliersprojectleaders.ca	867-689-5183 - Mobile
Jan Rawling	Assistant Project Manager	Colliers Project Leaders	jan.rawling@colliersprojectleaders.ca	867-689-2125 - Mobile
Yukon Government - Project Management Team				
Annika Palm	Senior Project Manager	Community Services	annika.palm@gov.yk.ca	867-334-9192 - Mobile
Jackie Burgess	Project Manager	Community Services	jackie.burgess@gov.yk.ca	867-335-3529 - Mobile
Consultants				
Lesley Cabott	Planning Lead	Stantec	Lesley.Cabott@stantec.com	867-335-2515 - Mobile
Melanie Gagnon	Project Manager	Republic Architecture	melanie@republicarchitecture.ca	204-995-1410 - Mobile
Construction Team				

APPENDIX B - Communication Matrix

	Project Team				Stakeholders/User Groups						Consultant/Contractors			
	Chief Administrative Officer	Recreation Dept Manager	Colliers Project Leaders	Infrastructure Develop. Branch	Mayor and Council	Trondäk Hwéchin First Nation	General Public	Hockey Leagues & Curling Club	Fitness Centre Users	Robert Service School	Prime Consultant (Programming)	Prime Consultant (Design)	Contract Administrator	General Contractor
D : Develop / Prepare / Responsible R : Review / Comment A : Approve I : Information Only - : Not applicable, no input														
1. Planning														
Project Plan	A	R	D	I	A	-	-	-	-	-	-	-	-	-
Cost Tracking Log	A	R	D	-	-	-	-	-	-	-	-	-	-	-
Master Project Schedule	A	R	D	-	I	-	-	-	-	-	-	-	-	-
Risk Register	R	R	D	-	-	-	-	-	-	-	-	-	-	-
Communications Plan	A	R	D	-	A	-	-	-	-	-	-	-	-	-
Project Status Reports	I	I	D	-	I	-	-	-	-	-	-	-	-	-
2. Programming and Site Selection														
Preliminary Geotechnical Studies	R	R	R	D	I	-	-	-	-	-	I	I	-	-
Preliminary Environmental Site Assessments	R	R	R	D	I	-	-	-	-	-	I	I	-	-
Prime Consultant RFP (Programming)	A	R	R	D	R	-	-	-	-	-	-	-	-	-
Public Engagement Plan	A	R	R	A	A	-	-	-	-	-	D	-	-	-
Feasibility Study and Functional Program	A	R	R	A	A	I	I	-	-	-	D	I	-	-
Land Use Planning Study (Campground Lot)	A	R	D	I	A	I	I	-	-	-	I	-	-	-
Project Status Reports	I	I	D	?	I	-	-	-	-	-	-	-	-	-
3. Design														
Prime Consultant RFP (Design)	A	R	?	?	R	-	-	-	-	-	-	-	-	-
Study Reports (geotech, surveys etc.)	A	R	?	?	I	-	-	-	-	-	-	D	-	-
Preliminary Design (30%)	A	R	?	?	A	-	-	-	-	-	-	D	-	-
Detailed design drawings (60%)	A	R	?	?	A	-	-	-	-	-	-	D	-	-
Council / Stakeholder Presentations	I	I	?	?	I	I	I	I	I	I	-	D	-	-
Detailed design drawings and specifications (90%)	A	R	?	?	A	-	-	-	-	-	-	D	-	-
Detail design drawings and specifications (100% complete)	A	R	?	?	A	-	-	-	-	-	-	D	I	I
Council / Stakeholder Presentations	I	IR	?	?	I	I	I	I	I	I	-	D	-	-
Project Status Reports	I	I	?	?	I	-	-	-	-	-	-	-	-	-
4. Approvals / Applications														
Project Funding Application	A	R	R	D	I	-	-	-	-	-	-	-	-	-
Building Permit	I	I	?	?	I	-	-	-	-	-	-	-	R	D
Notice of Project	I	I	?	?	I	-	-	-	-	-	-	-	R	D
5. Tender														
Tender Document Preparation	I	I	?	?	I	-	-	-	-	-	-	-	D	-
Tender Period - Respond to Questions	R	R	?	?	I	-	-	-	-	-	-	-	D	-
Tender Period - Site Visit	?	?	?	?	-	-	-	-	-	-	-	-	D	-
Tender Analysis	R	I	?	?	I	-	-	-	-	-	-	-	D	-
Tender Recommendation	R	R	?	?	I	-	-	-	-	-	-	-	D	-
Contract Award	R	I	?	?	A	-	-	-	-	-	-	-	D	-
Project Status Reports	I	I	?	?	I	-	-	-	-	-	-	-	-	-
7. Construction														
Construction Kick-Off Meeting	I	I	?	?	-	-	-	-	-	-	-	-	R	D
Ongoing Site Meetings	I	I	?	?	-	-	-	-	-	-	-	-	R	D
Field Review Reports	I	I	?	?	I	-	-	-	-	-	-	-	D	I

Inspection and Testing	I	I	?	?	-	-	-	-	-	-	-	-	-	R	D
Substantial Completion Walkthrough	D	D	?	?	I	-	-	-	-	-	-	-	-	D	D
Deficiencies Walkthrough	D	D	?	?	I	-	-	-	-	-	-	-	-	D	D
Project Status Reports	I	I	?	?	I	-	-	-	-	-	-	-	-	-	-

APPENDIX C – Communication Lines



Document #: 821099-0032(2.0)



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APPENDIX D – Stakeholder Register

STAKEHOLDER REGISTER
Dawson City Recreation Centre
821099-0031(1.0)
June 4, 2020

Stakeholder Name	Contact Information	Preferred Communication Method	Power & Influence	High Interest or Critical Phases	Type and Frequency of Information Required	Stakeholder Agenda / Special Relationships / Comments
John Smith	ABC Company, Mississauga Office, John@mississauga.com, 905-555-5555	e-Mail	B - Keep Informed	Design requirements	High level, less frequent	Need to have formal ribbon-cutting ceremony before next election. Total project costs cannot exceed budget approved by Council. Trusted advisor of Mayor
Mayor Wayne Potoroka	City of Dawson, wayne.potoroka@cityofdawson.ca, 867-993-7400 Ext. 428	Paper report	B - Keep Informed	Programming & Design	High level, monthly	?
Councillor Bill Kendrick	City of Dawson, bill.kendrick@cityofdawson.ca, 867-993-7400 Ext. 428	Paper report	B - Keep Informed	Programming & Design	High level, monthly	?
Councillor Molly Shore	City of Dawson, molly.shore@cityofdawson.ca, 867-993-7400 Ext. 428	Paper report	B - Keep Informed	Programming & Design	High level, monthly	?
Councillor Natasha Ayoub	City of Dawson, natasha.ayoub@cityofdawson.ca, 867-993-7400 Ext. 428	Paper report	B - Keep Informed	Programming & Design	High level, monthly	?
Councillor Stephen Johnson	City of Dawson, stephen.johnson@cityofdawson.ca, 867-993-7400 Ext. 428	Paper report	B - Keep Informed	Programming & Design	High level, monthly	?
Chief Roberta Joseph	T'ondék Hwéché'in, roberta.joseph@trondek.ca, 867-993-7100	e-Mail	A - General Info	Design & Construction	High level, less frequent	?
Mark Roberts	Yukon Government, Director - Infrastructure Development Branch, mark.roberts@gov.yk.ca, 867-689-1761	e-Mail	C - Keep Satisfied	All	High level, less frequent	?
Rick Kent	Yukon Government, Program Manager - Infrastructure Development Branch, rick.kent@gov.yk.ca, 867-335-2842	e-Mail	C - Keep Satisfied	All	High level, less frequent	?
General Public		Other	A - General Info	All	High level, less frequent	?
Hockey and Curling League Members		Other	A - General Info	All	High level, less frequent	?
Fitness Centre Members		Other	A - General Info	All	High level, less frequent	?
Swimming Pool Users		Other	A - General Info	All	High level, less frequent	?
Robert Service School		Other	A - General Info	All	High level, less frequent	?



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APPENDIX E – Council Meeting Schedule

2020 REGULAR COUNCIL & COW MEETINGS

Yellow = Weeks with no regular meeting scheduled

JANUARY						
SU	M	T	W	TH	F	S
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30	31	

FEBRUARY						
SU	M	T	W	TH	F	S
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29

MARCH						
SU	M	T	W	TH	F	S
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31				

APRIL						
SU	M	T	W	TH	F	S
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30		

MAY						
SU	M	T	W	TH	F	S
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30
31						

JUNE						
SU	M	T	W	TH	F	S
	1	2	3	4	5	6
7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30				

JULY						
SU	M	T	W	TH	F	S
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30	31	

AUGUST						
SU	M	T	W	TH	F	S
						1
2	3	4	5	6	7	8
9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	29
30	31					

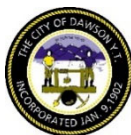
SEPTEMBER						
SU	M	T	W	TH	F	S
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30			

OCTOBER						
SU	M	T	W	TH	F	S
				1	2	3
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	31

NOVEMBER						
SU	M	T	W	TH	F	S
1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30					

DECEMBER						
SU	M	T	W	TH	F	S
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30	31	1	2

	Council Meeting
	Committee of Whole Meeting
	Budget, Priority, Joint, Council, or Committee Meeting



Deputy Mayor Appointments	
Councillor Ayoub	January to March
Councillor Kendrick	April to June
Councillor Johnson	July to September
Councillor Shore	October to December