



## **Teslin Tlingit Council – Village of Teslin**

### **Teslin Community Development Plan 2015 - 2025**

**April, 2015**

**Prepared By the Community for the Community**

*In association with*



*Photo credits: Gord Curran*

## **Executive Summary**

This Teslin Community Development Plan 2015 - 2025 is the successor to the 2007/2009 version of Teslin's Joint Integrated Community Sustainability Plan for the Village of Teslin and the Teslin Tlingit Council. The new name reflects the broader and more holistic focus that has evolved from the collaborative approach taken by both governments towards common community goals. It also meets the requirements for funding under the new Gas Tax Agreement extension signed this summer. The two governments are continuing their collaborative approach to integrated community development planning to address common community development needs while respecting each other's jurisdiction.

This Community Development Plan identifies project priorities related to infrastructure, land use planning, economic diversification, recreation, and community & cultural development. The plan covers a 10-year timeframe. Progress will be evaluated each year by the respective governments during their annual budget planning cycle.

The Plan was developed under guidance of a Steering Committee representing both governments and the community at large. To fully engage the community and maximize community input and feedback, facilitated workshops, community dinner, and a specific workshop with students were held.

The community vision, values, sustainability principles, goals and objectives –established in 2007 - were reviewed and reaffirmed with minor edits. They form the basis of the community development framework underlying this Plan.

The Teslin community values reflect:

- Respect for our neighbours, our community and ourselves;
- Promotion of resident health and wellness;
- Fostering knowledge, learning, and education;
- Preserving our Tlingit heritage and culture; and
- Respecting the natural environment that sustains our community.

Moving forward, the overall goals the community intends to achieve in the 2015-2025 period are:

- A community in which all residents are able to meet their basic needs;
- A community that supports the healthy lifestyles of its residents;
- A diverse and sustainable economy;
- An environmentally sustainable community;
- The protection and preservation of the Tlingit culture heritage and language; and
- An increase in the knowledge, skills and capacity within our community to support and contribute to our shared personal and community goals.

With these values and community goals in mind, a range of project priorities were identified and ranked by theme to determine appropriate timelines for implementation (short < 5 years; medium 6-10 years and long-term > 11 years).

The identified priorities are:

➤ **Infrastructure Upgrades and Asset Replacements**

- Erosion control bank stabilization
- Technology development
- Breakwater at Marina
- New school
- Upgrading Lift Stations
- Upgrade Sewage Lagoon
- TTC Administration Building
- TTC Justice Building
- TTC Housing (Staff & Social Housing)
- TTC Elders Complex
- New Safe House
- Expansion/Commercialization of Teslin land Treatment Facility
- Sewer Line Upgrade
- VOT Water Truck & Haul-All
- VOT Medium Duty Trucks
- VOT Fire Truck Replacement
- VOT Sewer Truck Replacement
- VOT Recycling Trailer Replacement

➤ **Local Roads and Bridges**

- Traffic calming measures Alaska Highway and within the Village
- Improvement Nisutlin Rd/Alaska Highway intersection
- Teslin Bridge Upgrade 2016/17
- Street lights from Nisutlin River bridge to Fox Point Subdivision
- Phase III Teslin Road Upgrade Project

➤ **Planning & Development**

- Regional land use planning including local area corridor plan
- Boundary expansion
- Explore regional/district governance structure
- Joint TTC/VOT/YG Asset Management Pilot Project

➤ **Economic Development**

- Connector Road & Industrial lot development
- Airport West subdivision development
- Small scale manufacturing opportunities focused on tourism
- Salmon Research Centre
- Tourism: trail experience, information centre and strategy implementation
- Community market - seasonal or year-round
- Complete Feasibility Studies on reopening sawmill operations & community alternative energy requirements



➤ **Community & Cultural Development**

- Community beautification
- Carving shed
- Public transportation to subdivisions and Whitehorse
- Community garden and year-round greenhouse
- Traditional harvest process facility
- Community land-based healing infrastructure
- Traditional Clan Houses

➤ **Recreation**

- Water safety/lake safety Teslin Lake
- Community recreation programming including social & cultural recreation opportunities
- Trails & playground development
- Elders/youth drop-in centre
- Swimming pool
- Teslin Arena Upgrades
- Teslin Curling Rink Roof Upgrades

In addition to determining strategic direction for community development, this Community Development Plan makes the connection between asset management and fiscal planning by projecting the capital, O&M and reserve fund requirements over a 10-year period **(Appendix A)**. The capital plan reflects the capital projects of common interest and proposed timeframes for implementation.

The fiscal planning charts will forecast associated O&M costs after acquisition/construction and determine the minimum amount of money each government has to set aside each year towards eventual asset replacement. This is shown on a Replacement Reserve chart.

***Populating the O&M and the Replacement Reserve Charts with financial estimates will be done in conjunction with municipal and TTC staff at the end of the Joint TTC/VOT Asset Management Pilot Project with the Yukon Government.***

## Table of Contents

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Executive Summary .....	3
1.0 Introduction .....	7
2.0 Collaborative Planning Process .....	7
3.0 Community Profile .....	10
4.0 TTC-VOT Community Development Framework.....	14
4.1 Community Vision.....	14
4.2 Community Values .....	14
4.3 Sustainability Principles .....	15
4.4 Teslin Goals and Objectives .....	18
4.5 Preparing for Success: Where we are Today .....	20
5.0 2007-2009 ICSP Priorities: Progress made to date .....	28
5.1 Community Development Planning Results Status .....	38
6.0 Identification of Priorities 2015-2025 .....	38
6.1 Gas Tax Agreement.....	39
6.2 Community Consultation .....	39
6.2 Confirmation and Ranking Priorities.....	46
7.0 Implementation .....	55
7.1 Fiscal Planning & Life Cycle Costing .....	55
APPENDICES.....	57
Appendix A – 10 Year Capital Plan.....	58
Appendix B – Teslin Swimming Pool Research .....	59

## **1.0 Introduction**

In 2007, the governments of the Village of Teslin (VOT) and the Teslin Tlingit Council (TTC) worked together to create Yukon's first joint Integrated Community Sustainability Plan (ICSP). It was last updated in 2009. The 2007/2009 ICSP outlined sustainability principles and identified priority projects for infrastructure investment and community development using Gas Tax funding. Planning priorities related to infrastructure, tourism, economic development and land use planning were geared to accessing Gas Tax dollars for specific projects.

The Plan was implemented and cooperation between VOT and TTC continued with the review of the Official Community Plan (OCP) in 2009, the 'Reviving Our Economy' initiative in 2011 and TTC's internal capital planning workshop 'Connecting the Dots' in 2013, which was attended by the VOT CAO. Building on this collaborative approach, VOT and TTC are now updating their Joint ICSP and identifying priority projects of common interest. As the two governments prefer a more holistic approach to community development this plan will, from hereon, be referred to as the Teslin Community Development Plan (CDP).

## **2.0 Collaborative Planning Process**

In a small community like Teslin it makes sense for the community to work together. A collaborative approach based on a common vision gives both governments greater strategic advantage in achieving common community development goals in a cost effective and timely manner. The challenges Teslin faces over the next 10 years are interconnected. Working together increases the local capacity to get the needed work done by saving time and energy. Significant coordination balancing multiple, inter-related priorities is required to achieve positive outcomes and use limited resources more effectively.

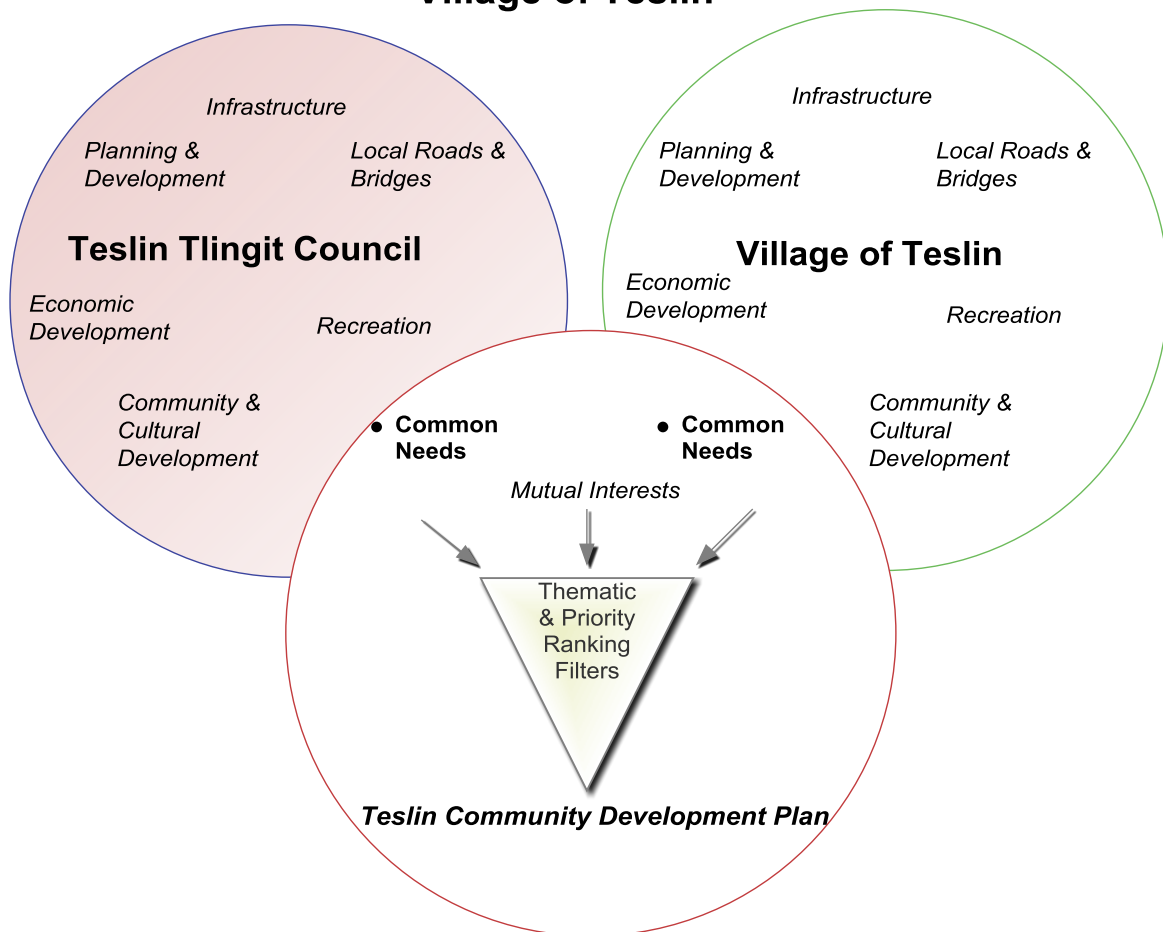
The evolution of the Teslin Tlingit Council (TTC) and Village of Teslin (VOT) governments towards a more collaborative and holistic approach to community development planning can be traced back to several cooperative milestones that have been achieved. These include:

- Continue regular joint council meetings to build trust and cooperation;
- Joint long-term planning related to land use planning, infrastructure and community economic development;
- Joint Emergency Measures Plan.

The Teslin Tlingit Council and Village of Teslin are making the collaborative approach work. Their partnership success is an example for other communities to follow. Together they have more leverage to address common community development needs while respecting each other's jurisdiction.

The following graph (**Figure 1**) demonstrates this collaborative approach and process.

## Collaborative Approach between Teslin Tlingit Council & Village of Teslin



**Figure 1: collaborative approach and process**

Both governments have similar long-term goals related to community sustainability, infrastructure, planning and development. These include land use stewardship, economic diversification, community recreation and cultural development. The common vision is a stable, united community for all Teslin area residents and TTC citizens alike. The next step is to set priorities for the next 10 years (2015-2025) to address infrastructure and other common community needs by updating the Teslin Community Development Plan.

Further, through this process the connection between fiscal planning and asset management is strengthened by linking the Teslin Community Development Plan to a 10-Year Capital Plan for implementation of the identified priorities. The Capital Plan reflects the capital projects of common interest, identifies financial resources required, and forecasts associated O&M cost implications after construction. A replacement reserve also forms part of the Capital Plan reflecting proper asset management principles of planning for replacement of assets after the end of their lifecycle.

A Steering Committee was appointed to oversee the Community Development Plan update. Both governments, their senior administrative staff as well as the community at large were represented on the Committee, which consisted of the following members:

- Doug Hogan (TTC)
- Wes Wirth (TTC)
- Blair Hogan (TTC)
- Shawna Anderson (VOT)
- Shelley Hassard (VOT)
- Gord Curran (VOT)
- Juanita Kremer (At Large)
- Jennifer Clark (At Large)
- Charles Jules (At Large)
- Brad Stoneman (Chair)

The Steering Committee collaborated with the community and various resources in the development of this plan by providing practical, local knowledge and being an important sounding board for ideas as they emerged through the planning process. Throughout the process, results and findings from workshops and community meetings were visualized through murals by graphic artist Avril Orloff of Outside the Lines. These drawings have been incorporated throughout this document.

The joint planning process started April 1<sup>st</sup>, 2014 when both governments participated in a facilitated Capital Plan issues and opportunities workshop. These initial meetings were followed by facilitated workshops and a community meeting and dinner in May 2014. Further details on the community engagement carried out as part of this process can be found in Section 6.2. A further facilitated community engaged World Café event was held on January 19<sup>th</sup>, 2015. The World Café facilitator's report can be found in Appendix C. On April 14<sup>th</sup>, 2015 the community was invited to attend a joint community steak dinner to celebrate and approve the Community Development Plan 2015 – 2025.

This document contains the overarching vision, values and goals of the Teslin community. It also contains the initial sustainability analysis and priorities for the basic infrastructure that both governments provide to community residents.

The Steering Committee was also responsible for reviewing the draft plan and recommending adoption to the community at large and respective governments.



**TTC discussion**



**"Dotmocracy" in action**

### **3.0 Community Profile**

Teslin is a century-old community located at Mile 804 (Km. 1296) on the Alaska Highway. Home to the Nisutlin Bridge, the longest span anywhere along the highway, Teslin is a town that grew up from a trading post established in the early 1900s to the small, bustling, community of about 450 people it is today.

Streets meander through Smarchville, across the highway to the airport and newer subdivisions, and back again across the highway, behind the frontage buildings into the hidden core of the community perched on the shores of Nisutlin River and Teslin Lake.

Like most Yukon communities, Teslin is home to a First Nation that has lived in the area for centuries. The Teslin Tlingit Council, or Dakh-ka Tlingit, are inland Tlingit people that migrated through the Taku River from the coast of Alaska and settled in this area. The Tlingit people relied on this area for subsistence and cultural identity long before it became a stopover for prospectors working their way north during the Klondike Gold Rush of 1898.

Once the rush passed, the Hudson's Bay Co. established the Nisutlin Trading Post, and Teslin, as we know it today, was born.

In 1906 the Anglican Church opened a mission to serve the community and, to date, is still in use as a parish hall. In 1938 the Roman Catholic Mission was opened with a resident priest. A century later, the prospectors and the fur traders are gone. In their place is a community where residents and visitors benefit from modern facilities that include museums, an R.C.M.P. detachment, an elementary school, community centre, nursing station, post office, motels, restaurants, gas stations and a general store.

On pace with community growth, local governance has evolved. Today, the First Nation and the rest of the community are learning to live and govern together. The Teslin Tlingit Council is a self-governing First Nation with a comprehensive Land Claim settlement, while the municipality of Teslin is one of eight municipal governments in the Yukon. As evidenced by this plan, both governments are working in unison to forge a future for the community that will ensure it remains vibrant and growing, while protecting the foundational values of community life.

From the beginning, Teslin has been a community built on subsistence activities. Hunting and fishing still play a key role in the lives of many residents, both for recreation and sustenance. In the late summer Chinook and Chum salmon travel up the Yukon and then the Teslin Rivers to spawn. Autumn brings ducks, geese and moose. As with many rural communities, the residents rely on a healthy surrounding landscape to sustain their lifestyle.

Modern amenities are present in every home. The same oil heat, electricity, reliance on vehicles and modern construction that predominate in larger centres prevail in Teslin. The

difference in this northern town is that those elements of life are balanced against a more traditional, sustainable lifestyle. The modern economy is also playing a larger and larger role. Residents of Teslin know that a healthy environment, diversified economy and cohesive community are the key elements leading to community prosperity.

Tourism has become one of the biggest economic engines in the community. Based predominantly around First Nation culture, Alaska bound highway traffic and recreational fishers and hunters, the tourism sector provides jobs and opportunities to many residents.

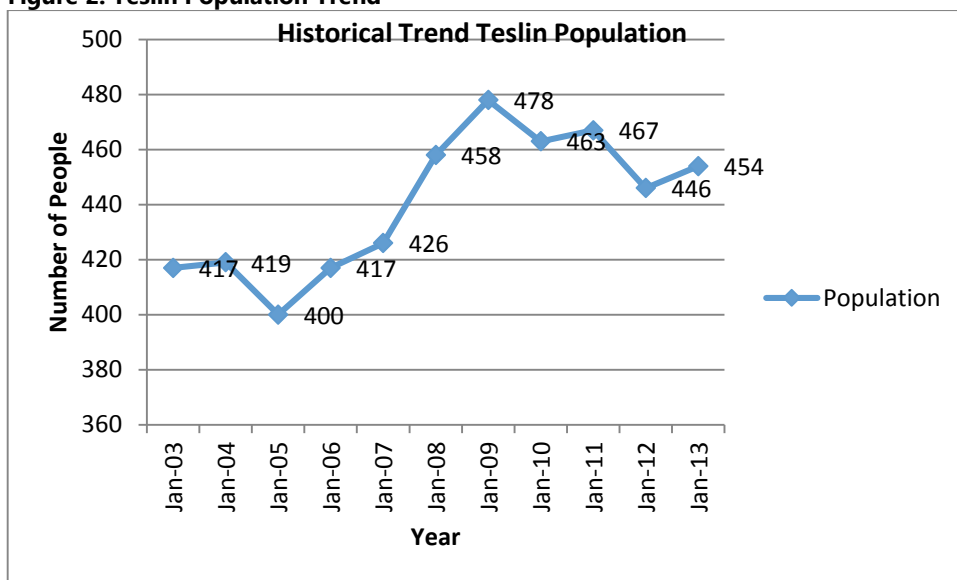
Government is another vital component in Teslin's economy. As many as one-third of residents are employed in the public sector. The First Nation, the municipality and territorial government are all key local employers. There are also a significant number of jobs in the health and construction sectors.

While youth often leave the community for education and employment opportunities elsewhere, there are some good facilities in the community, including a K-9 school and a local Yukon College campus. Teslin has also made efforts to improve health and fitness opportunities by providing artificial ice and curling rinks, parks, docks, trails, baseball fields, and a skateboard park. A full-time Recreation Programmer is on staff to maintain appropriate attention to recreational needs.

Community leadership and innovation on projects such as the use of waste heat in the curling and ice rinks shows an understanding of sustainability. Between the current amenities, Tlingit Heritage Centre, the George Johnston Museum and other local businesses, Teslin has the basic building blocks to be a sustainable community well into the future.

The Teslin population has increased from 417 residents in 2003 to an estimated 454 in December 2013, which reflects an 8.8% growth rate over the decade. In this period the population peaked at 478 in December 2009 around the same time the previous Community Development Plan was created. Since then the population has decreased slightly (5.0%) to the 454 residents it is today. This trend is shown in **Figure 2** below. From a high-level perspective these changes are not significant and illustrate a relatively stable population.

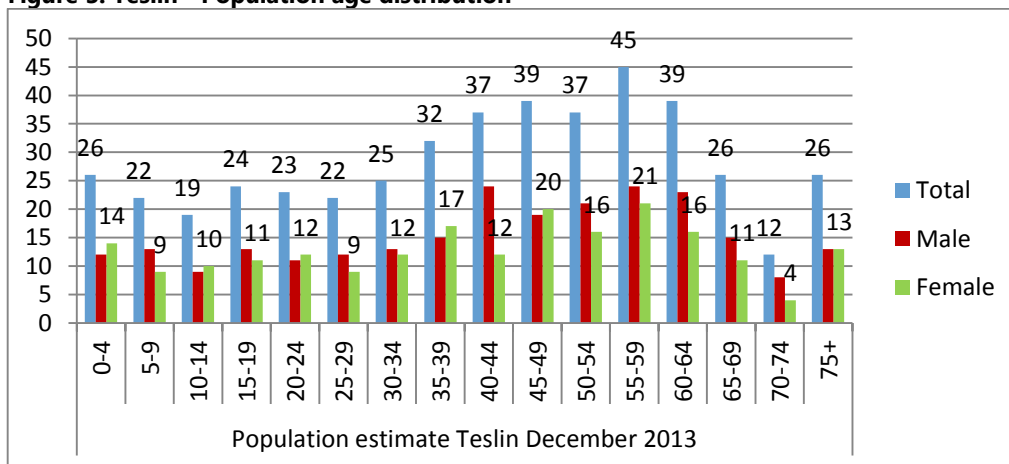
**Figure 2: Teslin Population Trend**



Source data: Government of Yukon, Yukon Bureau of Statistics

The graphics below (**Figure 3 and 4**) show the age distribution per gender as well as the total population per gender.

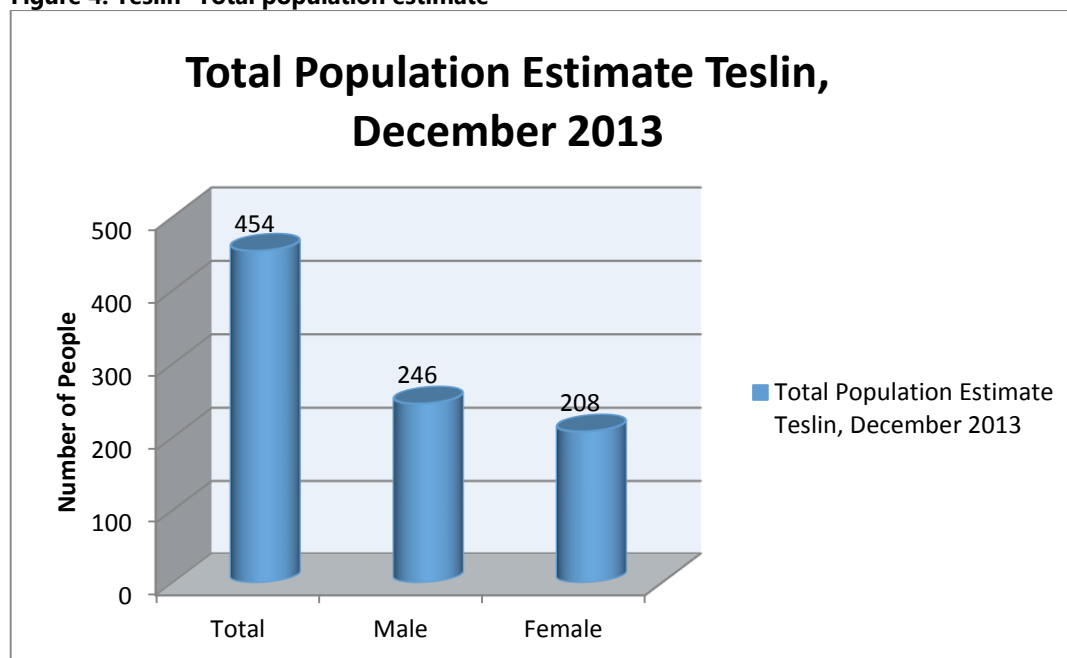
**Figure 3: Teslin - Population age distribution**



Source data: Government of Yukon, Department of Health & Social Services and Yukon Bureau of Statistics July 2014



**Figure 4: Teslin -Total population estimate**



Source data: Government of Yukon, Department of Health & Social Services and Yukon Bureau of Statistics July 2014

Of importance in the Teslin age distribution, as shown in **Figure 3**, is the relatively low number of children in the 0-19 age groups. These numbers realistically impact the feasibility and range of options in school programs that could be offered at the Teslin School. The Teslin population shows a strong representation in all age groups between 30-60 years of age, the prime labour force years. This is beneficial for the local economy if leakage to Whitehorse can be mitigated or reduced.

**Figure 5: Teslin Businesses and employees**



Source data: Government of Yukon, Bureau of Statistics, derived from Yukon Business Surveys, 2007, 2010, 2013

**Figure 5** illustrates the number of private businesses and employees who have their main offices in Teslin. The graph shows a relatively stable number of businesses and employees over the last seven (7) years. After reaching a low point in 2010, the business community is on the rise again and shows similar levels to previous trends.

Community size is the principal impediment to business development and economic diversification. Communities with small populations can only support a narrow range of businesses and services and this leads to economic leakage to Whitehorse.

However, technology and particular internet technology is quickly changing purchasing behaviour from the days of the Sears catalogue. While this provides more choice it doesn't remove the leakage issue.

#### **4.0 TTC-VOT Community Development Framework**

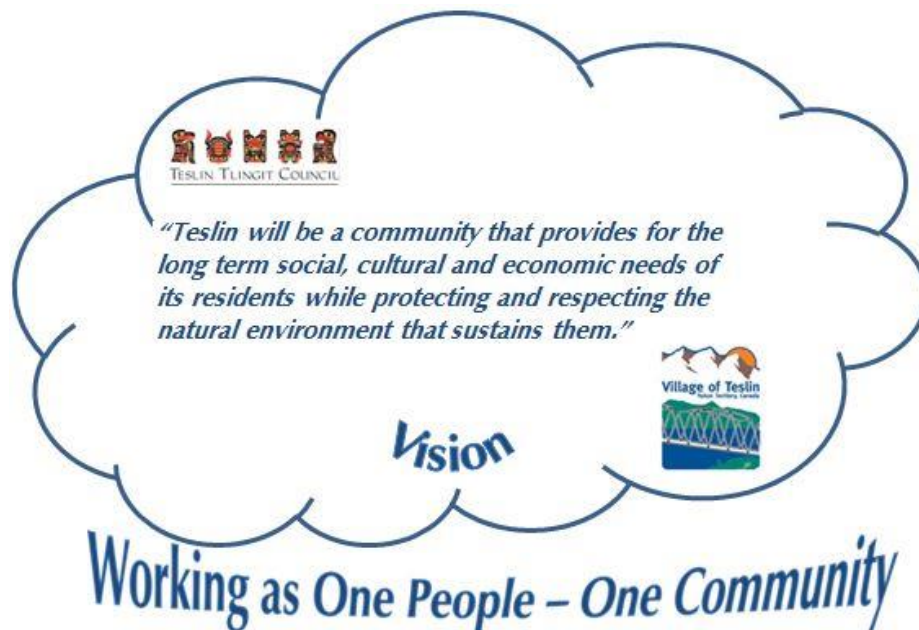
A framework is a conceptual structure intended to serve as a support or guide for the development of something, in this case the Teslin Community Development Plan. The components of Teslin's community development framework are its community vision and mission statement, community values and sustainability principles as they relate to the pillars of community development (society, economy and environment) as well as goals and objectives the community wishes to achieve over a specified period of time.

Based on this framework the Teslin Community Development Plan was developed with input from the community, guided by the Steering Committee.

#### **4.1 Community Vision**

As part of the community consultation the 2007 community vision was reviewed and – with a minor adjustment – reaffirmed. Teslin's vision (**Figure 6**) reads:

**Figure 6: Community Vision Statement**



## **4.2 Community Values**

The next component in the community development framework are the community values that support the community vision. Core community values identified in 2007 were reviewed and reaffirmed. As we plan for our future, the goals we are working towards must reflect these values while moving our community towards sustainability. We recognize that individual residents have diverse personal values and goals. However, we believe that the residents of Teslin share the following community values:

➤ ***Respect for our neighbours, our community and ourselves***

Respect for others and ourselves allows us to succeed as individuals, while providing a supportive and unified community for all residents. We believe that we share a collective responsibility to encourage and support all members of our community in realizing their personal potential and goals in a way that allows others to do the same.

➤ ***The health of our residents***

The health of all residents is an essential component of a successful and sustainable community. A physically and emotionally healthy population is the most important building block for the future of our community.

➤ ***Knowledge, learning, and education***

We recognize the importance of formal and informal education and lifelong learning in building strong citizens and sustainable communities. Retaining traditional knowledge and acquiring new knowledge is critical to our future.

➤ ***Our Tlingit heritage and culture***

The Tlingit heritage, language and culture are a vital part of the fabric of our community. It is integral to the past, present and future of Teslin and is valued by all of our community members.

➤ ***The natural environment that sustains our community***

A healthy natural environment is critical to our existence. It provides the clean air, land and water that we rely upon for our very survival while supporting traditional lifestyles and providing sustainable economic opportunities and recreational activities. Teslin Lake is an especially important part of the natural environment for members of our community.

## **4.3 Sustainability Principles**

The concept of sustainability includes the ability of people to meet their basic personal and collective community needs. These needs include the infrastructure and resources that allow people to live comfortably, as well as the physical and emotional health to allow them to realize their full potential.

It is equally important that these personal needs are met in a way that does not make it

more difficult for others to meet their own needs. This includes the needs of future members of our community and of society in general.

We are all dependent on nature to provide the basic necessities of life including clean air and water. As well, nature provides the food we eat, the raw materials that provide shelter and many of the objects that enhance our lifestyle.

There are limits on the ability of nature to provide these necessities, and too often we damage nature beyond its capacity to renew itself. For generations the people of the Teslin area lived within the limits set by nature. To be truly sustainable today and in the future, society must re-learn how to exist within the natural cycles of the planet we live on. The damage that we do to nature can be divided into three categories:

➤ ***Increasing Accumulations of Substances Extracted From the Earth***

Many substances that we extract from the earth such as oil, gas, metals and minerals, contribute to the lifestyle that we enjoy today. These substances will eventually break down and return to the earth's crust. However, at the current rate of consumption, these substances build up in the ecosystem harming living organisms and the ecosystem itself.

Problems can include an increase in greenhouse gas emissions contributing to climate change, and metal levels in nature such as mercury that can impact our wildlife. In practical terms, this means we should increase recycling and reuse of these materials, and reduce our dependence on fossil fuels.

➤ ***Increasing Accumulations of Substances Produced by Society***

Society also produces matter that is not found in nature. Chemical fertilizers and pesticides are among many synthetic compounds that we produce and disperse into nature. These manmade compounds can take thousands of years to completely break down. The build-up of these compounds in the food chain harms wildlife, and can cause diseases such as cancer in humans.

This means discouraging the use of these persistent human made substances, and finding safer, natural alternatives.

➤ ***Physical Degradation of Nature***

We meet many of our needs as a society from renewable resources. This includes harvesting fish and other animals for food, and harvesting trees for the manufacture of wood and paper products. We can continue to use these resources, but we must do so at a rate and with methods that allows them to replenish themselves.

In practice, this means minimizing the destruction of habitat that supports the natural diversity of the ecosystem, and using wood and paper from sustainably harvested forests. Of immediate concern is the restoration of the health of our salmon fishery.

### ➤ ***Our Sustainability Principles***

To begin the journey towards becoming a truly sustainable community, Teslin has chosen to adopt sustainability principles. These principles are valuable tools to help us examine our current practices and align our future actions with the natural cycles of our local ecosystem and our planet.

As we plan for the future, Teslin will use these sustainability principles to help set our priorities and guide our decisions.

Based on the SERV-acronym, Teslin's guiding sustainable community development principles are:

1. **Social Responsibility**

A community development initiative is socially responsible when it benefits the community at large and maintains a balance between the economy and the environment. It further means that community members are involved in the process and have the opportunity to receive the benefits the initiative creates.

2. **Ecological Sensitivity**

A community development initiative is ecologically sensitive if mitigation of any negative impacts of the activity on the environment is included in the implementation of the initiative.

3. **Respect (Culture)**

A community development initiative demonstrates cultural respect when it honours the way of life of the people who live in the area.

4. **Viability (Economic)**

A community development initiative should be economically viable and supported with a (business) plan as without this economic viability none of the other sustainability measures are meaningful.



**Youth involvement in drone camera use in new school planning**

#### **4.4 Teslin Goals and Objectives**

The values of our residents are directly reflected in our community goals. We recognize that different orders of government have specific roles and responsibilities, but we believe that we can achieve more by working together whenever possible, and in complimentary ways at all times. To ensure that we are successful in reaching our goals, we will use indicators, or “measures of success”. Continued from 2007, the following community goals are based on the values of our community members, and are shared by the Village of Teslin and the Teslin Tlingit Council:

➤ ***A community in which all residents are able to meet their basic needs***

This goal is aligned with the Teslin community value of *“respect for our neighbours, our community, and ourselves”*.

We must ensure that all residents of Teslin are able to meet their basic needs. These include, but are not limited to, the most basic needs of healthy and adequate food, safe and appropriate housing, access to education and employment, clean air and water, and adequate health care. Measuring the ability of residents to meet their needs in the community in practical terms is not easy. Some measures are more tangible than others. Changes, both positive and negative are measured against established baseline conditions and known needs.

Measuring performance and evaluating progress requires a realistic assessment of what is achievable within a given timeframe given the baseline condition and resources available that can be applied to the goal or objective. Objectives are more tangible and easier to measure in quantitative and qualitative terms.

For example, we can measure housing in more tangible ways:

- A decrease in the number of dwellings requiring major repair - as a % of total occupied private dwellings;
- An increase in the total private dwellings available to residents over the ten-year period of 2014 to 2024;
- An increase in the number of resident owned occupied dwelling units versus rental.

➤ ***A community that supports the healthy lifestyles of its residents***

This goal is aligned with the Teslin community value of *“the health of our residents”*.

We will ensure that suitable knowledge, programs and facilities are available to residents to allow them to maintain active and healthy lives.

Measures of success for this goal are:

- Regular and annually increasing participation rate of residents, of all ages, in organized community activities, recreation and events;
- Capacity of the community to provide health and wellness programs,

services and support facilities within Teslin relevant to existing and emerging issues in a cost effective and timely manner.

➤ ***A diverse and sustainable economy***

This goal is aligned with the Teslin community values of *"respect for our neighbours, our community, and ourselves"* and *"the natural environment that sustains our community"*.

A healthy economy is essential to allow all residents to provide for themselves and their families while allowing our governments and the private sector to provide services for the community. We will build a local economy that benefits from and respects our natural environment, and is diversified to avoid boom and bust cycles.

This goal can be measured by employment and population figures and the development of a community economic development plan. Further measures include:

- Diversification of the local economy with a reduction in economic leakage in goods and services to Whitehorse;
- An increase in the value of the municipal tax base over the ten year period of 2015 to 2025;
- An increase in the number of "industry divisions" in which residents are employed over the ten year period of 2015 to 2025;
- An increase in employment over the ten-year period 2015 to 2025.

➤ ***An environmentally sustainable community***

This goal is aligned with the Teslin community value of *"the natural environment that sustains our community."*

We have an obligation as individuals, businesses and governments to ensure that our actions and behaviour contribute to a sustainable environment on a local and global level. To help us become more sustainable, we will work to reduce and eventually eliminate the contribution we currently make to unsustainable practices through our infrastructure, energy and water use, and waste management.

We will incorporate sustainability principles into all planning processes and consider the Teslin Community Development Plan before any major decisions are made by the Municipal and/or First Nation governments.

We will measure our success in meeting this goal in these ways:

- A decrease in energy required to run Municipal and First Nation buildings and operations;
- A decrease in waste entering the landfill;
- A decrease in the amount of water used per capita within areas serviced by Municipal water distribution/delivery;
- Accessible and sustainable resource harvest use for personal subsistence

- and commercial use;
- Increase in gardening and local agriculture production.

➤ **The protection and preservation of the Tlingit culture, heritage and language**

This goal is aligned with the Teslin community value of *“our Tlingit heritage and culture.”*

We will work as a community to promote the protection and preservation of the Tlingit culture, heritage and language. It is an important part of our community’s identity and an asset in creating a sustainable future.

We will measure our success in meeting this goal in these ways:

- An increase in the number of Tlingit language speakers;
- An increase in the number of traditional Tlingit trails and camps formally recognized and protected;
- An increase in interpretive signage reflecting our history and culture.

➤ **An increase in the knowledge, skills and capacity within our community members to support and contribute to our shared personal and community goals**

This goal is aligned with the Teslin community value of *“knowledge, learning, and education.”*

Increasing community capacity through education, training and skills development will support individuals in achieving their personal goals. We also recognize that building our knowledge and capacity plays a critical role in allowing us to meet our community goals.

Although capacity building is difficult to measure and differs for each individual, we feel these indicators touch on essential skills related to community capacity:

- An increase in the number of apprentices and licensed, ticketed trades people;
- An increase in the completion rate of courses offered at the Yukon College;
- An increase in the number of posted work opportunities filled by qualified local community members and an overall reduction in community unemployment rates;
- An increase in participation rates in the educational opportunities available in the community.

## **4.5 Preparing for Success: Where we are Today**

As part of our sustainability planning, it is important to recognize and document where we are today in terms of the community goals that we have established. This “current reality” will help us identify where we need to focus our efforts to realize our goals, and will help us measure the progress we make as we move towards sustainability.

It is even more important to have a clear idea of what exactly we want to achieve. What will our community look like if we are successful in reaching our goals? This “description of success” will ensure that we have a defined idea of what we are hoping to become, and will serve as our destination as we develop our road map to sustainability.



<b>Goal - A community in which all residents are able to meet their basic needs</b>
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**Current Reality:**

While Teslin is a community where most residents are able to meet their basic needs, this is not true in all cases. Some residents are unable to meet their basic housing needs because a lack of available housing and/or affordability issues. While housing upgrades continue in the community, some poor quality housing stock remains. Since 2007, seniors housing needs were addressed through the construction of an 8-unit apartment building offering affordable, independent, barrier-free units for aging residents. The senior's residence opened its doors in 2010.

Traditional foods remain important to community members, and for the most part, people have access to healthy food in Teslin, although not all residents maintain a healthy diet. A "Meals on Wheels" program is available, a community and school lunch program is provided on Wednesdays and healthy snacks are offered to students during the day. (A local "free store" provides the opportunity for residents in need to acquire items such as clothing.)

The community of Teslin is a relatively safe community in which to live. Teslin has an RCMP detachment with three members, a nursing station with two nurses and a Yukon government Social Services worker. The Teslin Tlingit Council provides health and social services to citizens, and is initiating programs to address bullying and violence in the community. There are two part time home care workers in Teslin, and the community greatly benefits from the contributions of volunteer fire, ambulance and search and rescue services.

Substance abuse remains an issue that affects some residents in Teslin.

**Description of Success:**

In a sustainable Teslin, all residents have access to healthy, organic, locally produced food. Residents feel safe and secure in their homes and in their community, and affordable and varied housing is available for all residents.

Land use planning is in place to allow for the provision of land to meet these requirements, and the land is developed and managed to protect and enhance the close connection that residents feel to nature and green spaces within and around the community.

The housing in Teslin is sustainable by virtue of its use of sustainable materials, renewable energy, and resource efficient construction techniques.

Support systems are in place to ensure that these basic needs are met, including assisted

living as appropriate and a safe house if required. Each resident enjoys the respect of the other residents, and discrimination does not exist.

**Goal - A community that supports the healthy lifestyles of its residents**

We will ensure that the suitable knowledge, programs and facilities are available to residents to allow them to maintain active and healthy lives.

**Current Reality:**

Teslin residents enjoy great access to both water and land based outdoor recreation activities. The community also enjoys a large number of built recreation facilities including:

- Curling Rink
- Indoor Ice Arena
- Community Centre
- Baseball Diamond
- Skateboard Park
- Playgrounds
- Skiing and Walking Trails
- Public Dock
- School Gymnasium
- Dirt Bike Track

Any lack of participation in recreational activities is likely due to personal choice. This may be due to the busy lives that many people lead, or a lack of understanding of the personal and health benefits of an active lifestyle.

A recreation programmer jointly funded by TTC and VOT supports recreational programming by providing organizational assistance. This removes some of the burden from community volunteers who deliver a range of activity choices. Residents are also actively involved in less physically strenuous activities, including traditional activities such as sewing, beading, carving and drum making. Culture camps are also part of the active lifestyle of Teslin residents.

**Description of Success:**

In a sustainable Teslin, all residents lead active, healthy lives. We operate quality facilities which offer residents a wide range of recreational opportunities within the financial capacity of the Village of Teslin and the Teslin Tlingit Council, and the capacity of the many organizations that support community recreation.

All Teslin residents, including the private sector, appreciate the value of active living and support and are engaged in community recreation. We maintain access to many outdoor recreation opportunities in the surrounding wilderness that remains undiminished in its quality.

All residents have leisure time to participate in their chosen activities and Teslin residents live longer lives due to their healthier choices in diet and lifestyle.

**Goal - A diverse and sustainable economy**

A healthy economy is essential to allow all residents to provide for themselves and their families while allowing our governments and the private sector to provide services for the community. We will build a local economy that benefits from and respects our natural environment, and is diversified to avoid boom and bust cycles.

**Current Reality:**

The economy in Teslin is largely based on government employment. The Teslin Tlingit Council is by far the largest employer in the community, and other public sector jobs are provided by the municipal, territorial and federal governments. The private sector jobs in Teslin are in numerous, relatively small sectors, including tourism, retail and construction.

Tourism is primarily based on the Alaska Highway traffic that passes through town, although a visitor based economy focused on wilderness tourism, big game outfitting, and fishing is also present. Trapping still provides income to some residents, and tourism based on trapping is a relatively new opportunity.

Resource development is not currently a large segment of the economy. There has been an active forestry industry in the past, and the recent completion of a Regional Forest Management Plan may facilitate increased forestry opportunities. There is some mineral exploration in the area, including at Morley River, Red Mountain and the Wolf River.

None of these properties are at the development stage.

**Description of Success:**

In a sustainable Teslin, the economy is diverse and resilient. An active private sector means less reliance on government, and the economy is strong year-round.

Teslin is a destination for tourists based on its wilderness attributes, and highway travellers spend more time in the community in large part due to the vibrant culture, heritage and craft opportunities anchored by the Tlingit traditional lifestyle.

Forestry is active, and based on sustainable harvesting that recognizes and accommodates other values and users of the land. It is focusing on value added products for the Yukon market.

Feasibility studies are about to start looking at the viability of reopening the sawmill and re-using wood waste as fuel for a biomass based community energy source.

Mineral development is carried out in an environmentally sensitive manner that maximizes local benefits. We are not reliant on mineral development due to its cyclical nature and boom and bust tendencies.

The strong economy in Teslin provides a broader range of local goods and services in the community. The impact of economic leakage is understood by all residents and there is active support for local business development. Local businesses are competitive.

<b>Goal - An environmentally sustainable community</b>
--

We have an obligation as individuals, businesses and governments to ensure that our actions and behaviour contribute to a sustainable environment on a local and global level. As a community, we will work to reduce and eventually eliminate the contribution we make to unsustainable practices.

**Current Reality:**

While we enjoy a reasonably healthy environment in our community, there are practices that can be improved.

On the positive side, Teslin Lake is clean and healthy, as is most of the surrounding wilderness. Higher building standards are being implemented, and renewable energy use in the community includes biomass (wood) and solar power. Virtually all of the electricity used in Teslin is generated through renewable hydro.

A forest management plan is in place, and the Yukon Environmental and Socio-economic Assessment Act ensures that all projects are assessed for environmental impacts. The wastewater treatment lagoon is effective and regular hazardous waste collection and the annual town clean up protect our community from environmental degradation. Teslin is a leader in waste management and recycling at the community level. Curb side weekly pick-up is available in the community and is well supported. The percentage of households participating in the recycling program is about 95%. Areas of concern include a dependence on fossil fuels for heating and transportation in and around town.

The lack of an effective composting program keeps our waste levels fairly high. The per capita water use is also relatively high and stays around the same level. Damaging materials in older buildings are still prevalent. Some waste in Teslin Lake and the Nisutlin River remains from original construction of the Alaska Highway.

While potential future developments such as a gas pipeline, mineral exploration and development projects, and increased use of Teslin Lake can have positive benefits, they also have impacts that need to be mitigated. The state of the Yukon River Salmon Fishery is a prime example of a longstanding concern. The proposal to establish a headwaters Salmon Research Centre is a direct consequence of this concern.

The lack of a regional land use plan hinders effective decision making related to economic development and environmental sustainability.

**Description of Success:**

In a sustainable Teslin, environmental sustainability is paramount in all of our decisions and community projects. We have an effective waste diversion program that includes reuse, recycling and composting. We continue to make steady progress on our waste reduction goals.

Our infrastructure uses environmentally friendly materials, and is designed and constructed for maximum energy efficiency. 100% of our energy requirements are provided by renewable sources, and a regional public transportation system supports our energy efficiency goals.

We have limited our community footprint and use available land wisely and efficiently to improve our overall tax base. Our respective governance land management policies and development policies are coordinated and support a cohesive, sustainable community. Growth occurs in an orderly, focused manner consistent with our land use plan. The open space and parkland identified in 2007 has been retained. This was achieved through collaborative land development planning between the two local governments that ensured community needs were met in the most effective and efficient manner possible. An effective land use plan that protects the wilderness around our community, including our water sources and biodiversity guides all relevant decisions of all governments with jurisdiction in the region. A regional and highway corridor plan are complete and actively being implemented.

**Goal – An increase in the knowledge, skills and capacity within our community members to support personal goals and contribute to our shared community goals**

Expanding the knowledge and skills base of our population will allow all residents to reach and enhance their own personal potential. It will also strengthen our society as a whole thus supporting the common ambitions that we share as local governments and as a unified community.

**Current Reality:**

Teslin faces many of the same challenges faced by communities across Yukon, including a small population and a shortage of some local building trades and other skilled workers to meet the community's needs.

As a result, our community is sometimes dependent on short-term labour from outside employers and contractors. This reliance on outside skills feeds a cycle whereby local opportunities are given to outside workers who do not stay long term, reducing training and employment opportunities for those who live in the community. Without the training and employment opportunities, those local residents who do have basic abilities are not

given the opportunity to expand their skills.

Teslin does have educational resources, including kindergarten to grade nine schooling and a Yukon College campus. The College offers adult education programming, safety training and personal interest courses and videoconferencing. There is no high school. Students generally pursue grade 10 -12 in Whitehorse staying in residence. On a case by case basis high school age students have the option to complete their studies locally.

The responsibilities that the local governments face on a day-to-day basis impede their ability to fully address the educational challenges.

While the Village of Teslin and the Teslin Tlingit Council staff have adequate basic skills, both governments face challenges in filling entry-level positions. Both governments would benefit from additional capacity within existing staff and from an influx of new individuals with relevant skills and experience.

A gap in housing infrastructure contributes to the difficulty in attracting long-term staff. A range of housing options is needed to fill this gap. Both rentals and ownership options are needed to attract a stable workforce.

#### **Description of Success:**

A sustainable Teslin is a community where educational needs for residents of all ages are met from kindergarten, through elementary and high schools, and beyond into college level courses. Complementing our strong educational core is a diverse list of technical and trades courses and programs. TTC has been able to enhance capacity within its own citizens to ensure that all TTC members have the opportunity to be employed. A key part of TTC's capacity building is to build on traditional skills and knowledge, such as carving, traditional crafts and cultural pursuits. By bringing traditional knowledge and skills into the workplace, TTC has been able to ensure that heritage values are being passed on to successive generations in the context of a strong, skilled and self-sufficient government.

All positions in the community are filled by well-trained, qualified local residents. This capacity growth has helped ensure that infrastructure and services provided to citizens are delivered in a sustainable manner with limited reliance on outside contractors and workers.

Teslin residents understand and value sustainable living principles and they have been able to transfer that into a healthy lifestyle. There are sufficient opportunities for residents to live, work and play in Teslin and for others who have moved away to return. Public awareness of Teslin's quality of life attracts new residents.

**Goal – The protection and preservation of the Tlingit culture, heritage and language**

Our community's identity is linked to and in some ways, dependent on the Tlingit culture,

heritage and language. It is in the interest of all citizens to know and understand the culture, to respect the heritage and to encourage the use of and preservation of the language.

**Current Reality:**

The Tlingit culture, heritage and language are an integral part of community life. However, there are significant challenges to ensuring that those elements of community life are sustained and improved. Some of the most significant challenges exist in the area of language preservation, due to the limited number of fluent Tlingit speakers. The existing Tlingit class in school does help, but without an increased investment of time and resources, the language will remain at risk.

Broader cultural and heritage activities are supported by core infrastructure, such as the Heritage Centre, the George Johnston Museum, trails, historic sites and buildings. However, greater formal recognition and protection of the historic sites and buildings is required, and there needs to be a greater respect for and preservation of historical trails and routes.

There are existing opportunities to teach traditional cultural pursuits and to pass on traditional knowledge. Courses are offered in moccasin and blanket making, carving and drum making. A kid's culture camp is held regularly, the TTC government is still based on the traditional Clan system and traditional ceremonies remain an important part of daily life.

In addition, activities such as hunting, fishing and gathering, are still important to TTC citizens, as are land and water-based values.

In a modern world, it is sometimes a challenge to keep youth interested in land-based learning and it is increasingly difficult to attract youth into traditional activities. The preservation and protection of Tlingit culture, heritage and language is directly tied to ensuring that youth value and engage in traditional pursuits and use the Tlingit language.

**Description of Success:**

In a sustainable Teslin, the Teslin Tlingit Council has succeeded in preserving the Tlingit language by passing a Language Act and implementing a traditional knowledge framework. Language use is steadily increasing and becoming an everyday part of government and Tlingit community and home life. A complete heritage and language strategy, combined with the strong focus on language usage, has created a strong, nurturing environment for the preservation and cultivation of the Tlingit culture, heritage and language. In concrete terms, every Tlingit citizen is fluent in the language and there is a strong interest among non-citizens in the culture and heritage and how it can contribute to community life as a whole.

Through this shared respect, the community has been able to work together to preserve and protect known heritage buildings, sites and trails, while ensuring any development respects these heritage resources. Adding to the economic sustainability of the community, there is a growing market for traditional crafts and cultural performances. We are community that values our Tlingit past and we have ensured that it remains an integral part of our community into the future.

## **5.0 2007-2009 ICSP Priorities: Progress made to date**

The 2007 ICSP (Community Development Plan) identified planning priorities related to infrastructure, tourism, economic development as well as land use planning. Continued cooperation between Village of Teslin and Teslin Tlingit Council to pursue and implement these priorities led to three significant strategic planning (3) initiatives, the Village of Teslin Official Community Plan (OCP) Review in 2009 , followed by 'Reviving our Economy' in 2011 and TTC's internal capital planning workshop 'Connecting the Dots' in 2013.

To visualize the process and capture the findings and results of all these initiatives, murals were created by Avril Orloff illustrating the discussions. The murals of the OCP Review 2009 are depicted on the following fold-out pages **(Figure 7-11)**.



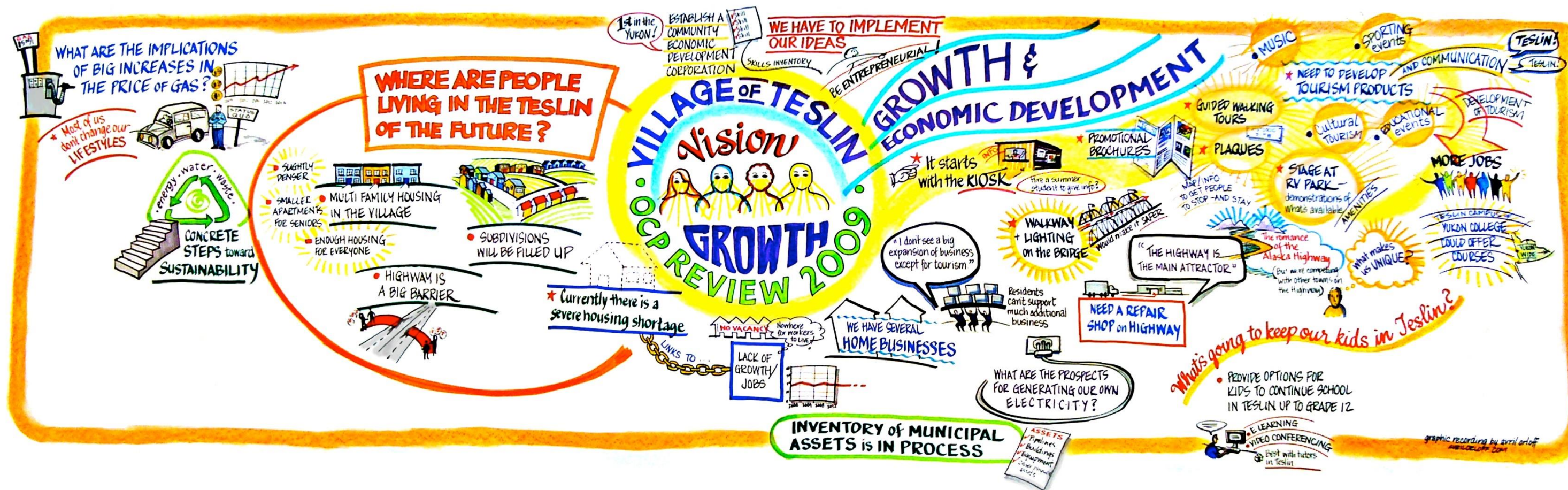


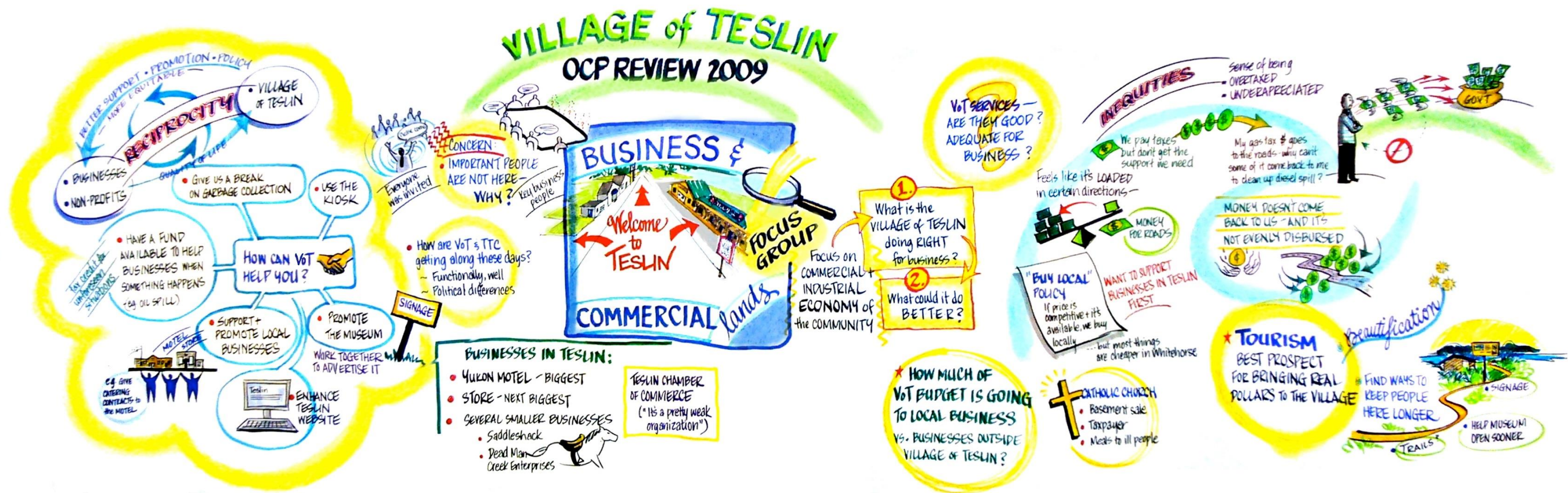
Figure 7: Mural - OCP Review 2009 - Vision







Figure 9: Mural - OCP Review 2009 – Business & Commercial





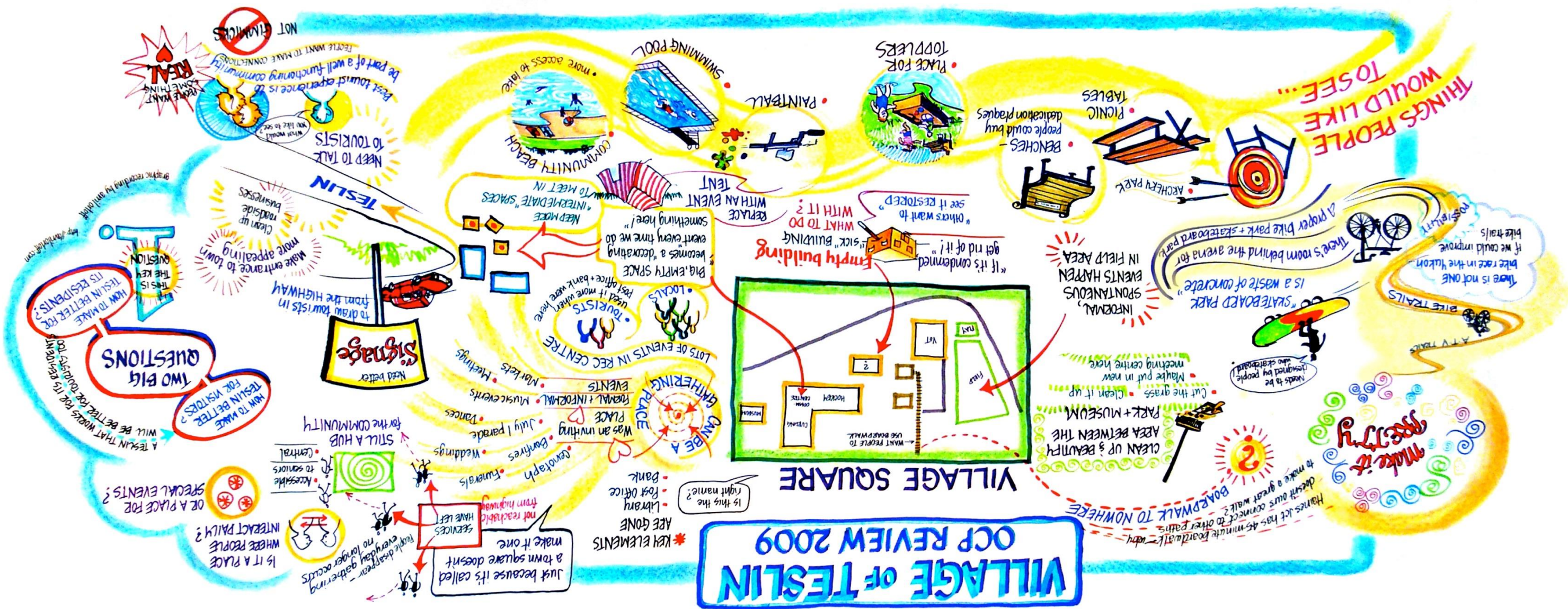
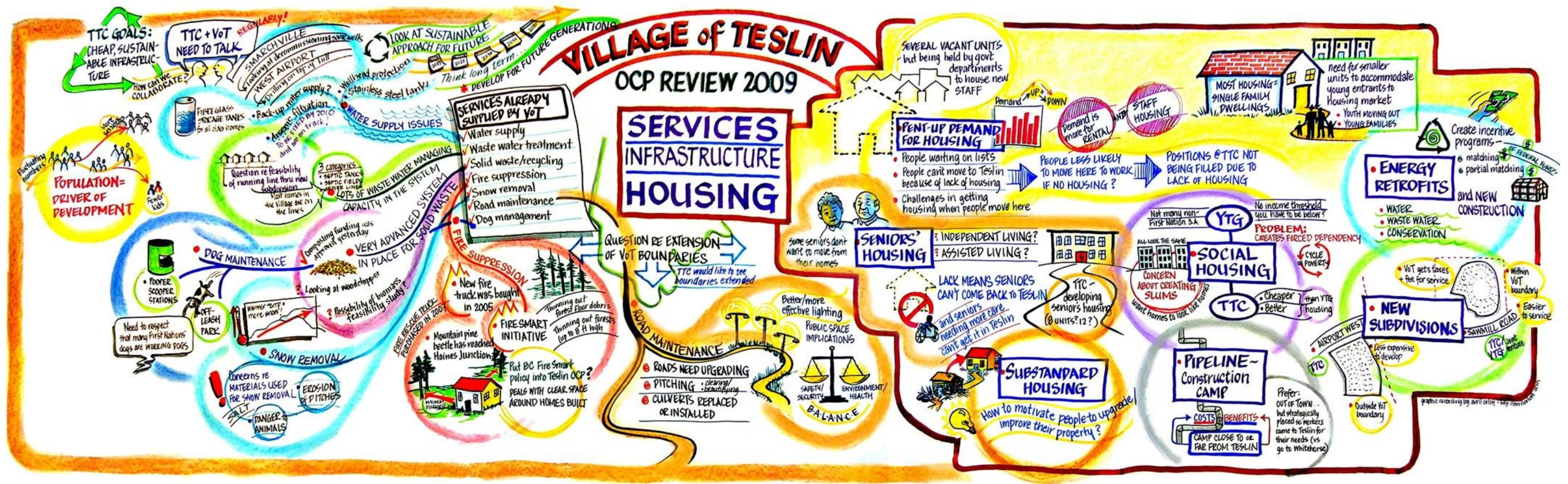


Figure 10: Mural - OCP Review 2009 – Village Square







In summary, the murals raise a variety of issues, opportunities, needs and trends relevant to community health and prosperity:

- A need for greater energy efficiency due to rising energy costs;
- A need for more affordable housing options as well as a supply of affordable lots for residential, commercial and industrial development;
- A desire to ensure Teslin kids can continue school in their community up to grade 12 and make full use of Yukon College Teslin campus for advanced training;
- A need to develop more tourism products to give visitors more reason to stop/stay longer in the community;
- A desire for more support for the local business community from all levels of government and residents alike to reduce economic leakage out of the community towards Whitehorse and other larger centres. Support in the form of promotion, buy-local policies and collaboration are suggested to strengthen the local economy;
- The community continues to offer a wider variety of indoor and outdoor recreation opportunities taking advantage of the community's assets including Teslin Lake and proximity to nature as well as arts/culture. Community health and fitness should focus on these strengths;
- A need to establish a strong mixed use commercial downtown core by using vacant commercial lots more effectively
- The community strongly supports and encourages VOT/TTC's collaborative approach towards common infrastructure needs; upgrading of roads and more sustainable infrastructure are identified as priorities.

'Reviving our Economy – Phase One' (2009) was a community driven economic development initiative and strategy initiated to stimulate local economic development (see **Figures 12 and 13**) on the fold-out page.

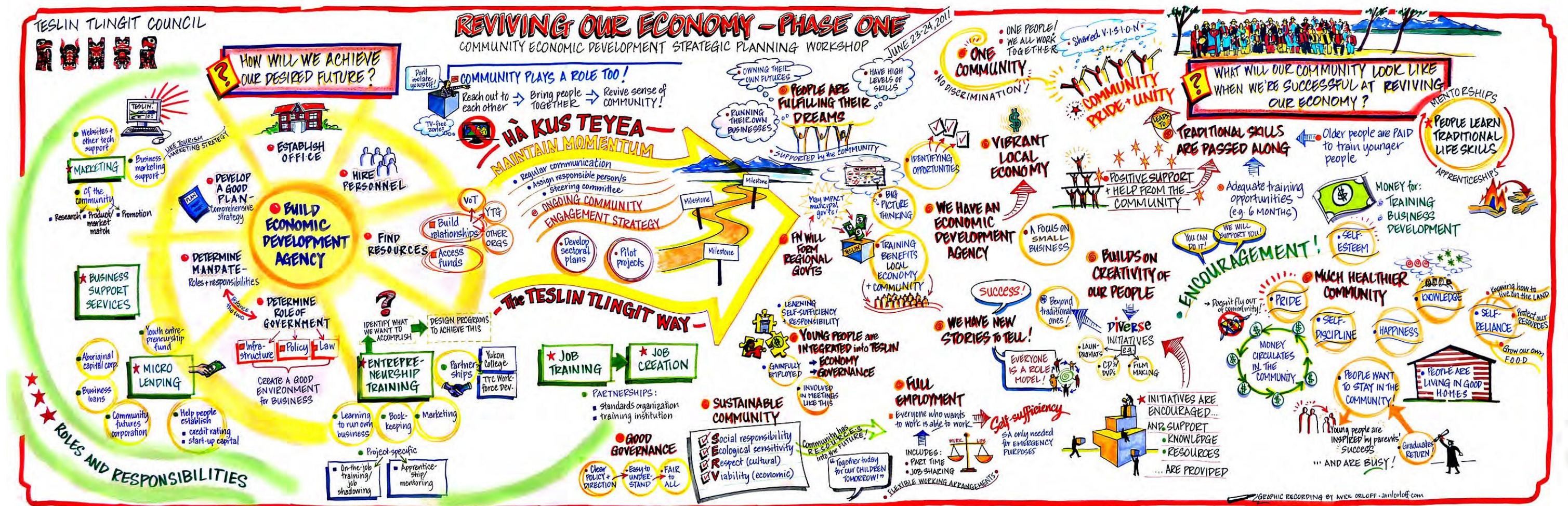
The strategy led to the establishment of the Dèslin Development Corporation (DDC), which has started successfully. The table below (**Figure 14**) highlights examples of the results achieved to date:

**Figure 14: Dèslin Development Corporation – Implemented Projects**

Summary of DDC projects (2012 – 2014)			
Project	Type	Revenues	Employment/Training
Roads Upgrade	Project	\$2.00 million	26
LFM	Multi-year	\$1.15 million	59
Brooks Brook Cleanup	Multi-year	\$1.95 million	47
Community Planning	Projects	\$.503 million	18

The third major initiative in the series of collaboration between the two governments was 'Connecting the Dots' in 2013. This Capital Planning exercise let to the prioritizing, planning and implementation of capital projects of joint interest (**see Figure 15**).





**Figure 12: Mural – Reviving our Economy- Phase 1 (Part 1)**









Figure 15: Connecting the Dots: Results Achieved



## 5.1 Community Development Planning Results Status

Since 2007, a number of projects have been initiated and completed. Others are in progress. The list includes (see **Figure 16**):

**Figure 16: Community Development Initiatives – Project Progress to Date**

Project	Status
Upgrading 3 Lift Stations (\$2M – \$2.5M)	Summer 2015
Phase I Roads Upgrade Project (\$2M)	Done 2013 – BST to be repaired in 2015
Phase II Roads Upgrade Project (\$2M)	Done 2014 – BST to be completed in 2015
Phase III Roads Upgrade Project (\$1M)	Summer 2015/16
Upgrade RecPlex (\$600K)	Done 2014
Construct New Water Treatment Plant (\$3M)	Done 2013
Upgrade Sewage Lagoon	2015/16
Bridge Project (Deck and Walkway)	2016/17
Boundary Expansion	In Planning Stage
Tourism Supply & Demand Studies	Done 2013
Tourism & Marketing Strategy	2015
Joint VOT/TTC/YG Sawmill Road Subdivision Development (\$2M)	Done 2014
Airport West Subdivision Development	In Planning Stage
Connector Road & Industrial Lot Development	In Planning Stage
Brook's Brook Environmental Clean-up	Each Year
Construction of Permitted Land Treatment Facility	Done 2014
Expansion/Commercialization of Land Treatment Facility	2015
Feasibility Studies on reopening the Sawmill and Alternate Energy Requirements	2014/15
Joint TTC/VOT/YG Asset Management Pilot Project	2014/15

## 6.0 Identification of Priorities 2015-2025

Small incorporated municipalities the size of Teslin do not have the capacity to fund major capital infrastructure because of their limited tax base. As such, they must rely heavily on the Comprehensive Municipal Grant (CMG) to help meet their service delivery responsibilities. The CMG often makes up 65% of a rural Yukon municipality's annual revenues. The CMG formula includes a base grant adjusted for population, tax base, number of dwellings or properties, and assets indexed by the consumer price index for Whitehorse. There is also a location factor based on distance from Whitehorse.

As a self-governing First Nation, TTC also receives some financial support for their government operations arising from their Land Claim Agreement but funding for capital projects is largely derived from own source revenue including investments. In essence, both governments have to rely on finding external funding sources for major infrastructure projects.

## 6.1 Gas Tax Agreement

The Gas Tax Agreement is an important source of funds for municipalities and First Nation governments to fund public infrastructure projects.

The Gas Tax Agreement was initially part of the larger New Deal initiative launched by the Federal Government in 2002. This funding agreement has been extended and is now part of the New Building Canada Plan. It provides predictable, long-term funding for Yukon communities and First Nation governments to assist them to build and revitalize their public infrastructure, improve economic growth, job creation and encourage long-term prosperity. Under the renewed Canada-Yukon Agreement Yukon will receive approximately \$420 million over the 2015-2025 timeframe consisting of \$257 million through the New Building Canada Fund and \$163 under the Gas Tax Fund.

The formula for fund allocation has not changed under the new agreement. The specific allocations under the agreement for TTC and VOT are respectively:

- VOT (2014-2018): \$1,117,033
- TTC (2014-2018): 1,469,559

**Figure 17: Gas Tax Eligibility**

### Gas Tax Fund's Eligibility Categories 2014-2019:

- Public Transit
- Wastewater Infrastructure
- Drinking Water
- Solid Waste Management
- Community Energy Systems
- Local Roads and Bridges
- Capacity Building
- Highways\*
- Local and Regional Airports\*
- Disaster Mitigation\*
- Broadband and Connectivity\*
- Brownfield Redevelopment\*
- Culture\*
- Tourism\*
- Sport\*
- Recreation\*

\*=New  
Only new categories applicable  
to Teslin have been included.

VOT and TTC may use their Gas Tax Allocation to fund infrastructure projects identified in this Community Development Plan that fit in eligible Gas Tax Categories (**Figure 17**). Other potential funding sources for projects identified in this Plan – including Gas Tax Funds – have been identified in the final project list and the attached 10-Year Capital Plan Forecast (**Appendix A**).

## 6.2 Community Consultation

Building on the momentum established through the collaborative approach, identification of infrastructure priorities for inclusion in this Community Development Plan was determined through a series of facilitated workshops held in May 2014. This included workshops with Village of Teslin, Teslin Tlingit Council, the Steering Committee, community and students.

The joint planning process started April 1<sup>st</sup> when both governments participated in a facilitated Capital Plan workshop. VOT met on April 1<sup>st</sup>, 2014 to begin capturing their projected capital needs and priorities and TTC completed the same process on April 2<sup>nd</sup>,

2014. The morning of April 3<sup>rd</sup> was spent identifying, discussing, and prioritizing collaborative opportunities between both governments. **Figure 18** and **Figure 19** on the fold-out sheet illustrate the needs identified by each government as well as the areas of common interest.

The process continued in May when Grade 7-9 students at Teslin School participated in a workshop, to plan for a new school. The workshop gathered input from the students about what they would like to see in a new school, what factors should be considered as well as about how these various components relate to each other. By using a specific future capital planning project relevant to their experience it was hoped that students would begin to see how they can participate in and have a voice in planning the community's future. The result of their work is shown on the fold out page (**Figure 20**).

After the student session, a community meeting and dinner were held at which the Steering Committee provided community members with an overview of work completed and results achieved since the 2007 Plan. A presentation on eligibility criteria under the Gas Tax Fund and a preliminary list of projects identified in the Community Development Plan process was introduced, along with the 10-Year Capital Planning Framework.

Community members worked together and participated in a 'dotmocracy' process confirming their preliminary project list and identifying additional priority initiatives. The results of the process and the list of potential project initiatives are captured in **Figure 21** and **Figure 22**.

A further facilitated World Café event was held on January 19<sup>th</sup>, 2015 to allow the community to provide feedback on the draft CDP. The World Café report is attached under **Appendix C**.

**Pictures from World Café Event – January 2015**





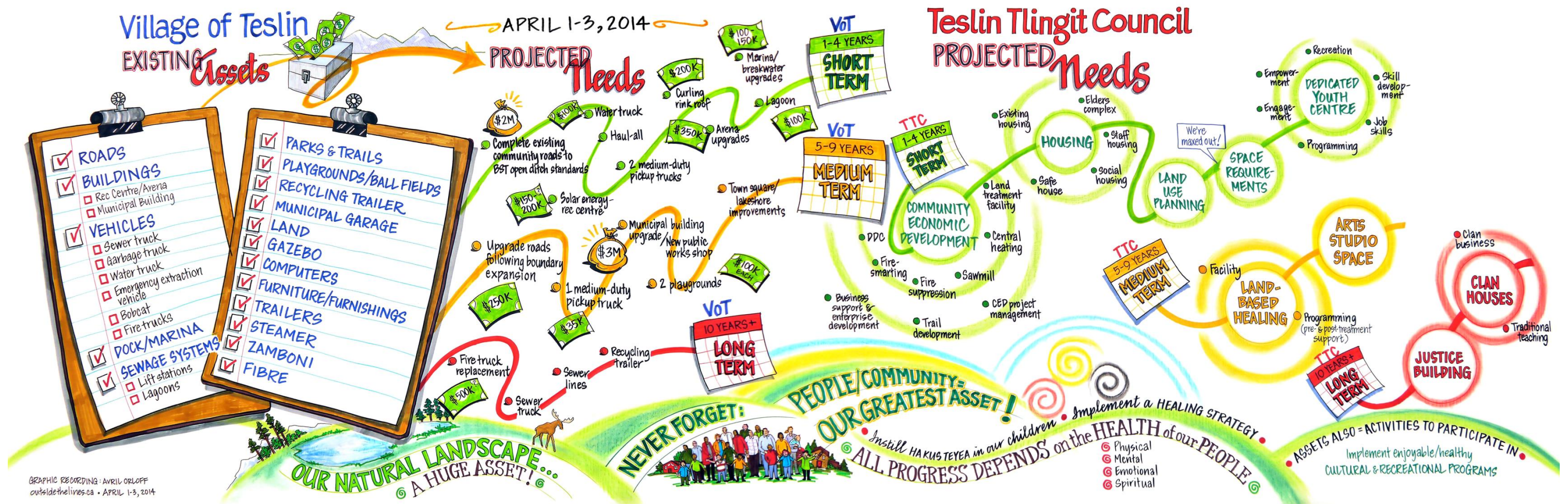


Figure 18: Identified Community Needs by TTC and VOT



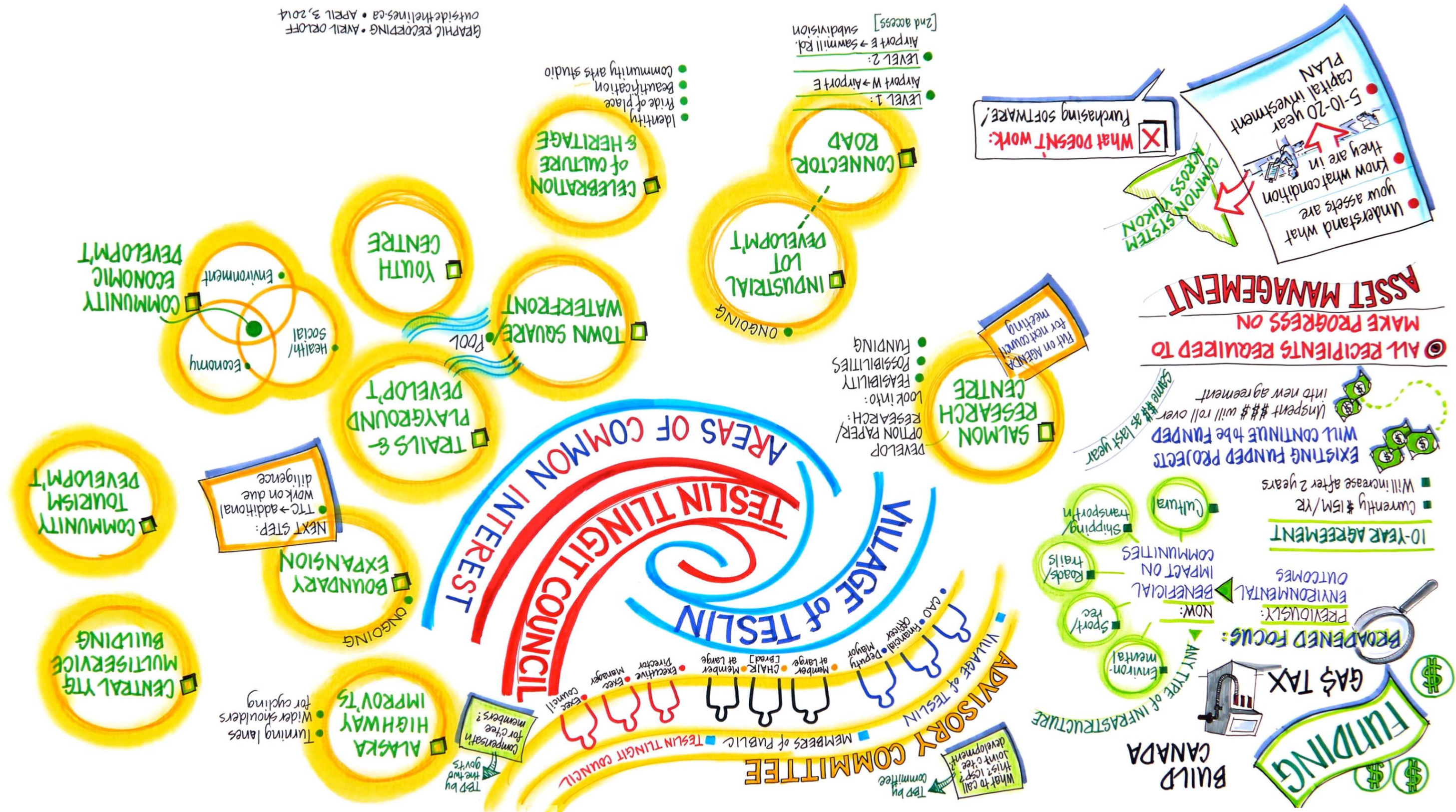


Figure 19: Areas of Common Interest



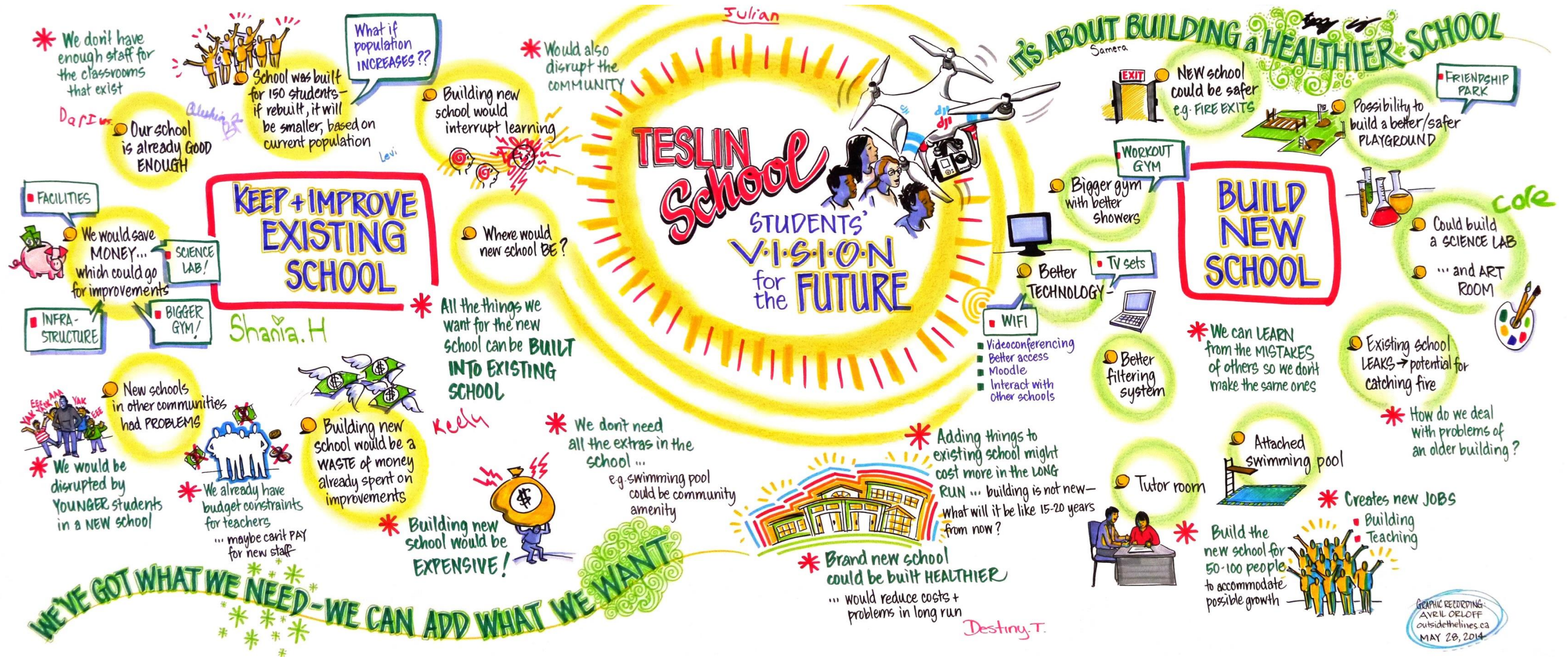


Figure 20: Teslin School – Students Vision





Figure 21: Joint Community Planning Session



**Figure 22: Results 'Dotmocracy' Process**

<b>Ranking of Project Priorities – Joint Community Meeting May 28<sup>th</sup>, 2014</b>		
<b>Project/Initiative</b>	<b>Score</b>	<b>Ranking/Ties</b>
Swimming Pool	24	1
Water Safety/Lake Safety	9	2
Land Use Planning	7	3
Community Beautification	6	Tie
Old Vehicle Clean-up	6	Tie 4-7
New School	6	Tie
Regional Governance Plan	6	Tie
Breakwater at Marina/Secure lock	5	8
Tourism Cultural Trail Experience	4	Tie 9-10
Social & Cultural Recreation Opportunities	4	Tie
Implement Tourism Strategy	3	Tie 11-12
Tourism Information Centre	3	Tie
Alternate Energy Solutions	2	Tie 13-14
Better Recreation Programming	2	Tie
Boundary Expansion	1	Tie
Teslin Bridge Upgrade 2016	1	Tie
Erosion Control/Bank Stabilization	1	Tie
Technology Development	1	Tie 15-22
Manufacturing Opportunities	1	Tie
Elders/Youth Drop-in Centre	1	Tie
Speed Bumps/Pedestrian Crossing Lights	1	Tie
Public Transportation from Subdivisions	1	Tie

The results of the “Dotmocracy Process” above are the preliminary rankings of the identified priorities by community residents. These initiatives needed additional research prior to further planning and implementation which could influence the overall ranking of these individual projects. The next step in the joint planning process was to refine the ranking of these initiatives taking into account other factors such as affordability, project timing, local capacity etc. These other factors are essential in determining which priority projects can realistically be included in the Teslin Community Development Plan within a 10-year timeframe.

It is important to note that the “dotmocracy process” undertaken at the community meeting focused on those projects of most importance for community members and the community as a whole. Therefore, the list does not include some needs identified by only one of the two governments as these priorities were not part of the community meeting. **Figure 23** shows the preliminary timelines for the community priority projects.

Due to the overwhelming interest in a Teslin swimming pool preliminary research was carried out to determine general feasibility. Findings of this research are presented in **Appendix B**.

This additional planning analysis was carried out by the Steering Committee as outlined in section 6.3. The project selection process is illustrated in **Figure 24** on the following page :

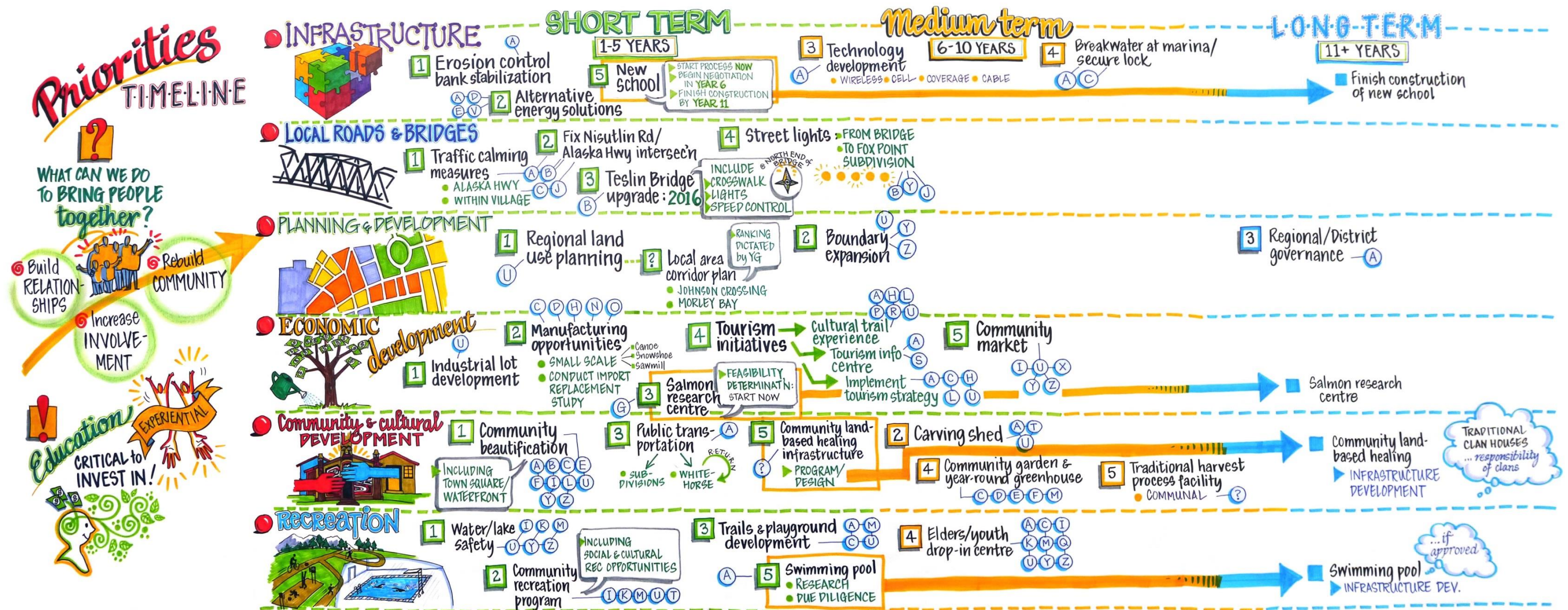


Figure 23: Preliminary Timeline Priority Projects – Initiatives of Common Interest



6.3 Confirmation and Ranking Priorities

Figure 24 outlines the process used by the Steering Committee for further prioritizing and selecting projects for inclusion in the Teslin Community Development Plan. The diagram includes community input received to date and next steps to be taken. The outcome is a balanced mix of projects based on priority, affordability and timelines.

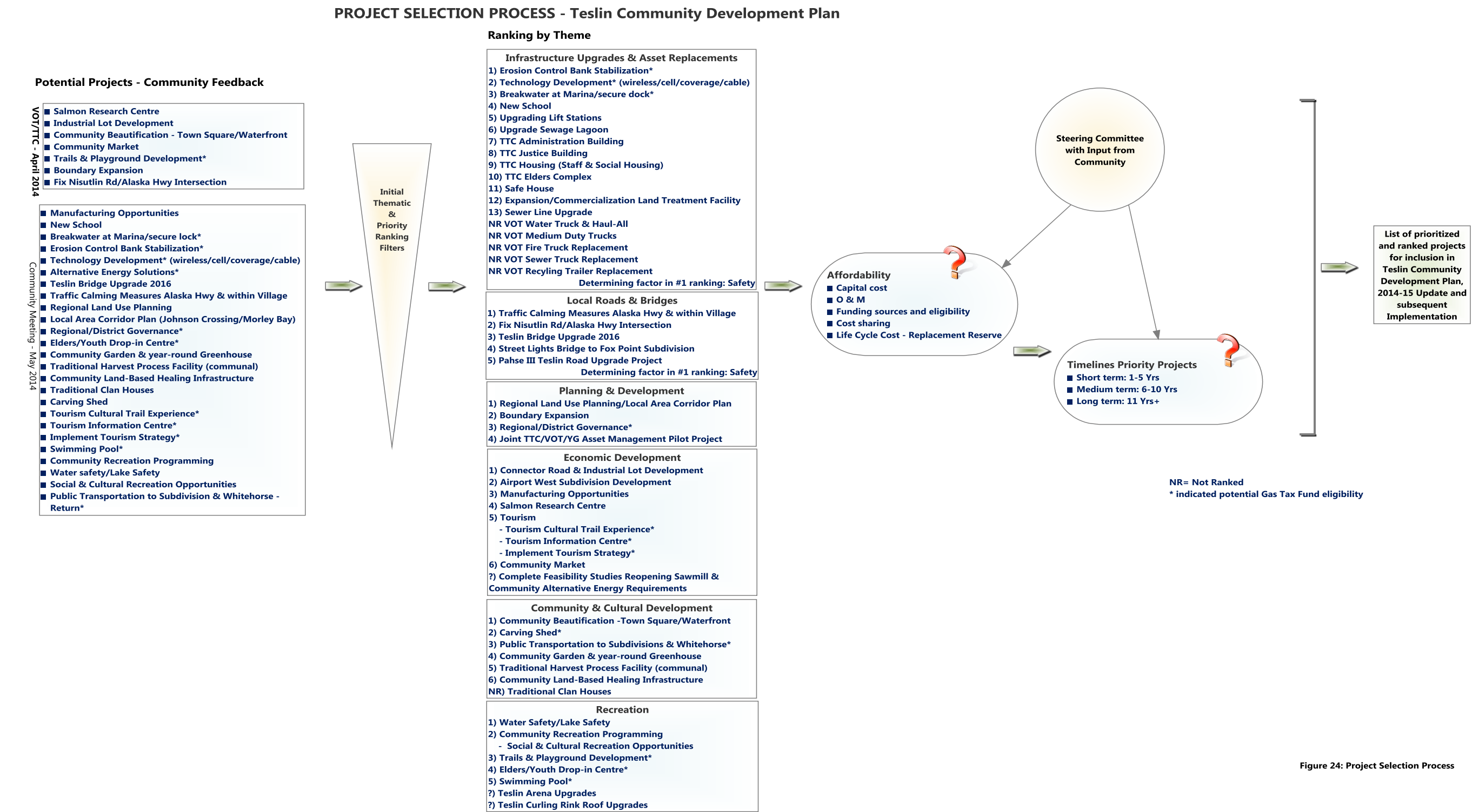


Figure 24: Project Selection Process

## **Potential Projects - Community Feedback**

The initial list of project possibilities identified at the April Meetings is shown on the flow chart. At the May meeting the initial list of projects was shared and confirmed with the community. Additional initiatives were also added to the list as a result of the discussions. These additional projects are presented in the third column organized by theme.

## **Thematic Filter**

Subsequently the projects were sorted into six (6) specific theme categories. The theme categories are (in no particular order):

- Infrastructure Upgrades and Asset Replacement
- Local Roads & Bridges
- Planning & Development
- Economic Development
- Community & Cultural Development
- Recreation

## **Priorities**

Next, the projects were filtered to determine project priorities within each category by ranking them in general order of importance from a community resident perspective. The next step involves the VOT and TTC governments who must consider affordability, timing and implementation capacity in developing their 10-year Capital Plan and O & M budgets.

## **Affordability**

Affordability is a fiscal, capacity and timing consideration. The fiscal aspect relates to project financing and life cycle costing including the ensuing implications for annual O&M budgeting and property tax/service fee rates. External funding potential, partnerships and revenue generation to reduce and/or offset project costs were also considerations. Lifecycle costing by definition involves the direct capital and subsequent O&M costs of asset construction or acquisition including setting funds aside for eventual replacement. Capacity refers to real capabilities to undertake the proposed project and optimize the direct and indirect benefits accruing from it.

For example the range of goods and services a small municipality may be able to provide to undertake a capital project may be constrained by size and complexity or the nature of the project itself. Regardless, the objective is to maximize local benefit. This may involve breaking larger or more complex projects down over a longer timeframe to maximize local employment and business utilization. This is where timeframe is important and connects back to fiscal and human resource capacity.

The traditional 3-5 year capital planning cycle related more to the typical term of office for governments than to actual reality particularly in relation to smaller communities with limited resources. Most infrastructure related capital projects take at least 3 years from conception to implementation so a longer 10-year forecast period is more a reflection of actual reality when multiple projects are involved.

Affordability includes all capital and subsequent O&M costs, consideration of possible funding partners and the associated eligibility criteria for specific projects. Another consideration is opportunities for cost sharing between involved governments (YG, VOT and TTC).

### **Project Priority Timelines**

The last step was to determine appropriate timelines when projects can be pursued and implemented. This step was an extension of the work done under 'Affordability' and has a direct link to overall life cycle cost of specific projects (assets). The main purpose was to prepare a realistic balanced 10-year capital plan forecast by determining appropriate timelines for projects based on capital cost, annual O&M requirements and access to external funding sources.

These last three steps of determining priorities, affordability and timelines for priority projects has resulted in the following table **(Figure 25)**.

Figure 25: list of possible priority projects – Teslin Community Development Plan

Capital Project Name and Category Teslin 2015 – 2025 Community Development Plan	Short - Term	Medium - Term	Long - Term	Project Lead
INFRASTRUCTURE UPGRADES & ASSET REPLACEMENTS				-
Housing (including Staff and Social Housing)	✓			TTC
Expansion/Commercialization of Teslin Land Treatment Facility	✓			TTC
Green Energy Upgrade and Retrofit of Existing TTC Buildings	✓			TTC
Brook's Brook Facility Upgrades	✓			TTC
Elders Complex		✓		TTC
Drinking Water Upgrade and Retrofit to Existing TTC Buildings	✓			TTC
Capital & Infrastructure Facility	✓			TTC
Administration Building	✓			TTC
Repurpose of the Admin building	✓			TTC
Justice Building	✓			TTC
Repurpose Finance & Justice Building		✓		TTC
New School - Start planning 2015 - begin negotiations yr. 6 - finish construction yr. 11			✓	TTC
Heritage Centre Improvements	✓			TTC
Lands/Heritage Storage Facility	✓			TTC
Upgrading Lift Stations	✓			VOT
Upgrade Sewage Lagoon	✓			VOT
Upgrades to Solid Waste Facility	✓			VOT

**Figure 25: list of possible priority projects – Teslin Community Development Plan – Continued**

Medium Duty Trucks (1 short term, 1 long term)		✓		VOT
Water Truck	✓			VOT
Sewer Truck Replacement	✓			VOT
Public Works Yard		✓		VOT
Bobcat equipment Replacement		✓		VOT
Breakwater at Marine/secure dock				VOT
Haul-All		✓		VOT
Municipal Centre Upgrades		✓		VOT
Sewer Line Upgrade		✓		VOT
Fire Truck Replacement		✓		VOT
Recycling Trailer Replacement		✓		VOT
Safe House (YG & TTC Health & Social)		✓		Joint
Erosion Control Bank Stabilization	✓			Joint
Swimming Pool - To be considered as part of the new school			✓	Joint
<b>LOCAL ROADS &amp; BRIDGES</b>				
Sawmill Road Drainage & Road Upgrade	✓			VOT
Approaches - Sawmill Road Subdivision	✓			TTC
BST - Sawmill Road Subdivision	✓			TTC
Brook's Brook Access & Approach	✓			TTC
Finish Phase II Teslin Road Upgrade Project	✓			Joint

**Figure 25: list of possible priority projects – Teslin Community Development Plan - Continued**

Phase III Teslin Road Upgrade Project	✓			Joint
BST Repair	✓			Joint
Traffic Calming Measures Alaska Hwy & within Village		✓		Joint
Teslin Bridge Upgrade 2016/17 - <i>Includes walkway, cross walk, lights &amp; speed control at north end of bridge</i>	✓			Joint
Turning Lane into Heritage Centre	✓			Joint
Fix Nisutlin Rd/Alaska Hwy Intersection	✓			Joint
Street Lights from Bridge to Fox Point Subdivision		✓		Joint
Connection Road Phase II (Airport to new Sawmill Subdivision)			✓	Joint
<b>PLANNING &amp; DEVELOPMENT</b>				
Feasibility Studies on Reopening Sawmill Operations & Community Alternative Energy	✓			TTC
Brook's Brook Excavation Remediation Program	✓			TTC
Airport West Subdivision Phase 1 Development - Phase II - Build	✓			TTC
Manufacturing Opportunities - Small scale: canoe/snowshoe/saw mill & alternate energy			✓	TTC
OCP/Zoning By-Law Review	✓			VOT
Joint TTC/VOT/YG Asset Management Pilot Project	✓			Joint
Boundary Expansion	✓			Joint
Regional/District Governance		✓		Joint



**Figure 25: list of possible priority projects – Teslin Community Development Plan - Continued**

Regional Land Use Planning (includes Local Area Corridor Plan)	✓			Joint
<b>ECONOMIC DEVELOPMENT</b>				
Connector Road & Industrial Lot Development	✓			Joint
Salmon Research Centre - <i>Feasibility Yr. 1 - Build deemed long-term</i>			✓	Joint
Tourism Information Centre		✓		Joint
Implement Tourism Strategy	✓			Joint
Community Market	✓			Joint
Morley Bay Subdivision Phase 1 Development	✓			Joint
<b>COMMUNITY &amp; CULTURAL DEVELOPMENT</b>				
Carving Shed		✓		TTC
Traditional Harvest Process Facility (communal)		✓		TTC
Community Land-Based Healing Infrastructure - infrastructure upgrades		✓		TTC
Community Beautification: including Town Square/Waterfront	✓			Joint
Community Garden & year-round Greenhouse	✓			Joint
Public Transportation to Subdivisions & Whitehorse - return	✓			Joint
<b>RECREATION</b>				
Curling Rink Roof Upgrades	✓			VOT
Arena Upgrades	✓			VOT

Figure 25: list of possible priority projects – Teslin Community Development Plan- Continued

RecPlex		✓		VOT
Playground Development	✓			Joint
Trail Development	✓	✓		Joint
Water Safety/Lake Safety	✓			Joint

## **7.0 Implementation**

Successful implementation of the identified priority capital projects over a 10-year timeframe, on top of TTC's and VOT's regular budgets, depends on having a financial plan that is balanced. Knowledge of available funding resources and their eligibility criteria, timing and appropriate project phasing whether for new initiatives or replacing existing assets and subsequent related O&M costs are important factors in this.

The 10-year Capital Plan Forecast for implementation of the identified projects is located in **Appendix A**.

### **7.1 Fiscal Planning & Life Cycle Costing**

As part of responsible asset management, the project cost implications consider all costs associated with the lifecycle of a new asset including provision for eventual replacement. Thus, true cost represents the initial capital expense amortized over the useful life of the asset, the subsequent related O&M costs and the dollars that need to be set aside in a reserve account for eventual replacement. The purpose of life cycle costing is to have a balanced capital plan over the long term without unexpected or unanticipated highs or lows. This in turn provides assurance that required payments for a specific asset can be made without risk of having to cut O&M costs on other assets. It also allows the governments involved a way to anticipate the need for tax increases or other revenue generation approaches to balance the books.

Lifecycle costing contributes to balancing the capital plan over the long term by anticipating the cost for regular O&M as well as replacement at the end of an asset's life cycle. Knowing the condition of existing assets and where they are in their life cycle is an essential requirement to forecast future costs and anticipate future funding needs. These needs can then be compared against revenue trends and priorities to determine whether there are likely to be shortfalls requiring additional rebalancing. This is done annually.

The Fiscal Planning charts incorporate the capital projects identified in this Teslin Community Development Plan into the long-term capital planning process of both governments. Once the TTC/VOT Asset Management Pilot Project with the Yukon Government is complete **Appendix A** will include three (3) charts for each TTC and VOT governments and one set of 3 charts for the joint community projects:

- Chart 1 – Capital Projects 2015 -2025
- Chart 2 – O&M cost associated with capital projects in the 2015-2025 timeframe
- Chart 3 – Replacement Reserve

The capital chart includes a projection of proposed capital projects ranked by current priority. The O&M (calculated at 3.5%) and replacement reserve (calculated at 2.5%) charts project the subsequent lifecycle costs that flow from the identified capital projects after asset acquisition or construction. Funds set aside in the reserve account each year are intended to be used for replacement of an asset at the end of its useful life. The reserve account is explicitly separate from O&M funds.

Forecasting costs can be done on an individual asset-by-asset basis or as a lump sum as a percentage of total net asset value at the end of each fiscal year. The latter approach is simpler to understand because it is less detailed but it still assumes accurate data has been put into the asset management system using actual values.

As a planning tool the lump sum approach requires closer monitoring of actual asset condition. The more you can extend asset life beyond the expected life through proper maintenance, the more funds are available for asset replacement. On the other hand, deferred maintenance has a compounding negative effect because it reduces asset life and results in higher direct maintenance cost.

Borrowing from the Capital Reserve Account to cover O&M budget shortfalls is not uncommon because it looks on paper like the budget is balanced when it is not.

## **APPENDICES**

## **Appendix A – 10 Year Capital Plan**

- Chart 1 – TTC Capital Projects 2015-2025
- Chart 1 – VOT Capital Projects 2015-2025
- Chart 1 – Joint Capital Projects 2015-2025

**To follow after Joint Asset Management Pilot Project with Yukon Government is complete:**

- Chart 2 – TTC O&M cost associated with capital projects in the 2015-2025 timeframe
- Chart 2 – VOT O&M cost associated with capital projects in the 2015-2025 timeframe
- Chart 2 – Joint O&M cost associated with capital projects in the 2015-2025 timeframe
- Chart 3 – TTC Replacement Reserve
- Chart 3 – VOT Replacement Reserve
- Chart 3 – Joint Replacement Reserve

## **Appendix B – Teslin Swimming Pool Research**

### **Teslin Swimming Pool – Preliminary Feasibility - Factors for Consideration**

#### **Introduction**

At the May 28<sup>th</sup>, 2014 community planning meeting in Teslin, a clear majority of attendees indicated Teslin should have a swimming pool for various reasons. Increased water/lake safety and recreation opportunities were two of the arguments mentioned. It was felt that a swimming pool would be a complementary asset to the community and tourism infrastructure. Others had reservations about cost and affordability. To facilitate an informed discussion, the Steering Committee obtained research materials on community pools in the Yukon.

Research into costs, benefits and other factors that need to be taken into consideration was done. Data was collected from various Yukon community pools for comparison. This document outlines the key findings of this research. It is intended to provide a basis for making an informed decision whether or not to further pursue a swimming pool in Teslin within the next decade.

Goal	To have a swimming pool in Teslin for all citizens (& visitors) to enjoy
Objective	Provide Teslin citizens with the opportunity to go swimming in their own community and increase water safety, health and overall quality of life in the community
Links to ICSP	Priority to improve water safety/lake safety as well as improved recreation opportunities, programming and tourism. Capital costs are eligible for Gas Tax funding.
Yukon Pools	Eleven (11) out of sixteen (16) Yukon communities have swimming pools. Except for Whitehorse, most communities have small seasonal pools built in the 1980's by the Yukon Government based on a standard design (approximate size 15m x 6m). Mayo is the only community with an unenclosed outdoor pool. The smallest community pools are located in a greenhouse type structure, the newer pools (Watson Lake, Dawson City and Whitehorse) are part of permanent buildings. The newest pool was built in Dawson City in 2000. Yukon Government owns the four (4) pools in the unincorporated communities of Beaver Creek, Carcross, Ross River and Pelly Crossing while the others are owned and operated by the local municipalities.
Programming	On average the community pools operate from May to August/September, 5-7 days a week. All pools provide a variety of programming including: swimming lessons, public swim, aqua fit, swim teams and lane swimming.
Cost considerations	Capital and O&M costs collected from the community pools is presented in <b>Figure 1</b> .

**Figure 1: Overview Yukon community pools**

<i>Community</i>	<i>Population</i>	<i>Pool? Y/N</i>	<i>Size Pool</i>	<i>Opening Hours</i>	<i># of Staff</i>	<i># of users</i>	<i>Capital Cost</i>	<i>Annual O&amp;M</i>	<i>Funding Sources<sup>1</sup></i>	<i>Solar Heating System</i>
Beaver Creek*	113	Yes	YG design mid to late 1980s	May – August	1-2	N/A	N/A	\$20,000 - \$25,000	\$15,000 YG Sports & Rec + Prop. Mgt	Summer 2014 <sup>2</sup>
Burwash Landing	96	No	--	--	--	--	--	--	--	--
Carcross*	422	Yes	15.24m x 6.10m Depth 1.07-1.83m	May - August	2	N/A	N/A	\$20,000 - \$25,000	\$15,000 YG Sports & Rec + Prop. Mgt	Summer 2014
Carmacks	502	Yes	YG design mid to late 1980s	May - August		N/A	N/A	N/A	N/A	--
Dawson City	1977	Yes	25 m length, 4 lanes Built in 2000	May – Sep 7 days/wk	2 FT + few PT	≈110/day 5,156 total (2013)	\$2.1 CAD	\$317,328/yr (excl. amortization)	Municipality	In place on roof
Destruction Bay	44	No	--	--	--	--	--	--	--	--
Faro	380	Yes	Standard design YG 15 m x 6m (50' x 20')	May – August 5 days/wk	2-3	≈ 30 day (445 visits in 15 days)	N/A	\$35,400	Town of Faro, CTTS	--
Haines Junction	825	Yes	20m x 10m	May – August 7 days/wk	4-5 (2 on duty)	≈ 30/day	N/A	Expenses \$103k Revenues \$11,800	Village of Haines Junction	Currently out of order(taken out by wind)
Mayo	474	Yes	Outdoor (no enclosure) 23.5m	June – Aug 6 days/wk	3	Not tracked	N/A	\$41,100	Village of Mayo	Summer 2013
Old Crow	247	No	--	--	--	--	--	--	--	--
Pelly Crossing*	347	Yes	Standard design YG	May - August	1-2	N/A		\$20,000 - \$25,000	\$15,000 YG Sports & Rec + Prop. Mgt	Summer 2014
Ross River*	351	Yes	Standard design YG	Seasonal May - August	1-2	N/A	\$573,000 (1999)	\$20,000 - \$25,000	\$15,000 YG Sports & Rec + Prop Mgt	Summer 2014
Tagish	243	see Carcross	--	--	--	--	--	--	--	--
Teslin	439	No								
Watson Lake	1453	Yes	5,000 sq. ft. 25m x 6m Built mid 80s	Seasonal May – August 6 days/wk		2010: 1844 2011: 1863 2012: 1833 2013: 1718	unknown	2010: \$49,672 2011: \$63,770 2012: \$55,447 2013: \$41,064	Town of Watson Lake	--
Whitehorse	27,773	Yes		Year-round	Facility not comparable to community pools					

<sup>1</sup> YG Parks and Recreation – Summer Aquatics Program (training, certification and funding assistance towards hiring Pool Managers)

<sup>2</sup> Funded by Federal Gas Tax Yukon Government, installation 2014, total project cost \$350,000



### Capital Cost

- Most community pools were built in the mid 1980's. Information on historical construction cost is limited and despite best efforts difficult to retrieve. Below are the construction cost for the two newest Yukon pools (with exception of Whitehorse's Canada Games Centre):
  - Construction cost pool Ross River – in 1999 dollars: \$ 573,000
  - Construction cost Dawson City pool – in 2000 dollars: \$2,100,000

### O&M Cost

- Annual cost average \$20,000 - \$25,000/yr. for the 4 government pools (Beaver Creek, Carcross, Pelly Crossing, and Ross River). These costs include wages (Pool Manager and sometimes Pool Assistant), propane/fuel and basic O&M only. Larger O&M items are taken care of by YG Property Management;
- Pool membranes are PVC and need replacing every 5 to 10 years at a cost of approximately \$70,000;
- O&M cost for the pools run by municipalities range between \$35,000 - \$317,000 (Dawson City) depending on size, number of staff and programming. Wages take up approximately 60% of the budget followed by approximately 20% for heating costs (fuel and electricity);
- A number of pools either have, or plan to install, solar heating systems to help reduce heating costs. The 4 government pools will have solar heating systems installed in summer 2014. Solar heating panels were installed in the Mayo pool in in 2013. Bills were noticeably lower but a full season is required to evaluate the full cost savings.

### Staffing & Funding Sources O&M

- Sport & Recreation Yukon assists communities with hiring Pool Managers by centralizing the recruitment process;
- Sport & Recreation Yukon put on annual Aquatics Workshop for Pool Managers to provide information on pool safety and pool management as well as re-certification. The following certification requirements for Pool Managers are in place:
  - National Lifeguard Service, Water Safety Instructor, Lifesaving Society Instructor, Pool Operator Level I, CPR "C" and Standard First Aid or Aquatic Emergency Care;
  - Certification in Pool Operators II, Aquatic Emergency Care Instructor/Examiner, Water Instructor Trainer and NLS Instructor/Examiner are considered an asset;
- YG-Community Services provides \$15,000/yr. towards basic O&M costs for the 4 government pools. Incorporated communities must fund all O&M costs themselves;
- Limited funding support for pool staff can be acquired through the STEP program. However, the success rate is low as it is difficult to meet the certification requirements for pool staff and STEP summer student program requirements simultaneously;
- There is limited revenue generation potential to offset O&M costs but this is insignificant on a cost recovery base.

### Usage

- User numbers obtained from four (4) pools indicate roughly 30 visits a day for the smaller pools (Faro and Haines Junction) and 110+ visits a day for the slightly larger pools in Dawson City and Watson Lake.

### Benefits

- Providing swimming lessons to community members will increase water safety/lake safety in the community;
- Provides additional recreation opportunities which contributes to overall community health and well-being;
- Complementary community asset;
- Provides another reason for visitors to stop and spend more time in the community.

### Implications for Teslin ICSP

- Determine priority of swimming pool – Do we wish to pursue this further?
- Conduct a needs assessment and feasibility study to estimate capital and O&M costs based on specific Teslin requirements
- Consider ways to bring O& M cost down, such as:
  - Alternative heating system (solar)
  - Can the building be used for other purposes at other times of the year when the pool is not in use?
- Research if there are federal funding programs available to assist with construction cost, in addition to Gas Tax eligibility.

The images below offer an impression of the current swimming pools in various Yukon communities.



**Carmacks Pool**



**Faro Pool**



**Haines Junction Pool**



**Dawson City Pool**



**Mayo Pool**

## **Appendix C – January 19<sup>th</sup>, 2015 World Café Event Facilitator's Report**

### **TTC/VOT Community Development Plan World Café Meeting January 19, 2105 Teslin Community Hall, Teslin, Yukon**

#### **Purpose:**



The Teslin Tlingit Council and the Village of Teslin's joint Community Development Planning Committee hosted a World Café' event on January 19<sup>th</sup>, 2015. The Planning Committee, being the Host, invited community members to a World Café event; to discuss the final phases of their Community Development Plan. The committee's goal for the event was to ensure that the community had one more opportunity to express general approval of the plan, add anything which may have been over-looked, and discuss ideas for implementation.

#### **Logistics:**

Prior to the event, a caucus meeting was held with the Community Development Planning Committee and the Facilitators to discuss the World Café Process; the evening's agenda, expected outcomes, and the committee member's roles for the evening event.

As the participants entered the meeting, they were welcomed by the Hosts and invited to enjoy the World Café buffet, which was prepared and served by the Teslin School. Following the opening prayer and welcoming comments by Brad Stoneman, Chair of the Planning Committee, the participants were given an explanation of the World Café process, and the purpose of the evening's gathering.

Mr. Stoneman, provided the audience with a power point presentation on the TTC/VOT Community Development Plan, and at the same time provided answers to any questions from the group.

#### **The Process:**

The World Café concept is designed to create casual conversation, collaborative dialogue and active engagement. The process is adaptable to many different circumstances. The process is created by establishing a suitable environment based on the space; which is created to emulate a café.

Questions are established by the hosts early in the process. For the Teslin event the questions were established through discussions with the planning committee.

The table hosts [committee members] were encouraged to look for insights and to share discoveries, and look for themes and patterns through the round of questions. The questions were based on the committee's desire to have the community understand and accept the plan, become

involved and engaged in the plan, provide feed-back on the implementation of the plan, and share any additional thoughts and questions from the community. Each question was asked in phases as the participants moved from table to table, the hosts encouraged everyone to participate, reminded people to jot down ideas, record insights and to share their thoughts and ideas from previous conversations.

Each table host presented the questions and assisted in the dialogue, documenting key points from the discussions at their table.

## **The Objectives:**

Based on the committee's desire to have the community understand and accept the Community Development Plan the following statements and questions were used to establish a dialogue.

### **First Round**

#### **A. Acceptance/Understanding**

The committee would like the community to have a good understanding of the Community Development Plan, to accept it, and move towards the implementation phase. The plan has been an ongoing community process. Tonight we would really like to focus on moving into implementing the priorities and for the community to recognize the long term plans as outlined in the report and graphics.

As was presented in the power point, the following questions were asked to the participants:

1. Do you see or feel that we are missing anything in the final draft of the Community Development Plan? Is there anything we should consider to be added or anything we may have missed?
2. Have we captured the priorities of the Joint Projects? If not, what should they be?

Probing questions for the table hosts were: We've done our best to capture your views on setting the priorities of the selected projects in each of the following areas:

- Infrastructure Upgrades and Asset Replacement
- Local Roads and Bridges
- Planning and Development
- Economic Development
- Community and Cultural Development
- Recreation

Outside of these priorities can you think of anything else we can do as a community to move this plan to the next phase?





**The following is a synthesis of the participant's conversation**

**Infrastructure Upgrades and Asset Replacements**

- Elders Complex
- School built sooner with Swimming pool
  - a. Safe entrance to the school
  - b. Another entrance; not safe now
  - c. Waited long enough/we have waited for this for years

**Local Roads and Bridges**

- Fox point – there is a need for a turning lane; to reduce speed, and add another road
- Traffic calming feature
- Street lights – LED street lights
- Speed of traffic through town

**Planning & Development**

- Boundary expansion is a big issue

**Economic Development**

- Community Garden
  - A good common spot for Elders and Youth
  - It can create employment
  - Same with the market
- Salmon Research Center
- Tourism – business idea[s] promoting local artists and crafts
- Tourism – need to keep them here longer
  - 'Pumps' more money into local economy

- More guiding tours
- Implement a tourism strategy
  - More detail needed
- Tourism plan

### **Community & Cultural Development**

- Community market – same as 12 days of Christmas [market] model

### **Recreation**

- Swimming Pool
  - Elders use it
  - Summer time would be better

### **New Items for consideration:**

#### **Education, Training and Employment**

- Training on how to be hosts
- On the job training- utilize local people with mentoring opportunities and experience
- Business training
- Eco-tourism training
- Business Development {incubation} need local mentor

#### **Communications**

- Community directory
  - Progress

#### **Health and Social**

- Health issues such as:
  - Continuing care or assisted living
  - Prescriptions
  - Kids safety

### **New items and other thoughts on the community Development Plan**

- The CDP is a very comprehensive plan
- Lots in the short term [projects] , might need additional prioritization
- Checking of town water wells – private [wells] need to be checked
  - Needs to be proper depth
  - Sharing of private wells
- Single houses for young people

## Second Round

### **B. Involvement and Engagement**

The goal tonight is for the committee to feel confident that the community has a good understanding of the employment, contracting, and training opportunities these projects bring to the community. This Community Development Plan will take over ten years to implement; some of it will go quickly and others will take a few years, based on projects funding and development:

- i. What opportunities in the area of employment, contracting, and training do you see yourself, and the Teslin Community benefitting from? Are there other opportunities we should be aware of?



### **The following is a synthesis of the participant's conversation**

#### **Infrastructure Upgrades and Asset Replacements**

- Assisted Living facility – [the] government is building one in Whitehorse, why not in Teslin?
  - It would bring employment to the community
  - A lot [who] need healthcare have to travel to Whitehorse, [if you had facility here, it would provide training for people here]
- Need a swimming pool.

#### **Local Roads and Bridges**

#### **Planning & Development**

#### **Economic Development**

- New - Lake opportunities
  - Boat tours

- Fishing opportunities
- Good riding/mountain trails
- New - Training and development [of] business incubation
- New - Like Carcross – build the little houses, students, elders working on this, it could be done here.

### **Community & Cultural Development**

- We do not provide evening activities; we're missing a market
- Opportunities – lots of opportunity for eco-tourism; on the job training, community market; mentoring program
- Heritage center can do with more sewing and storytelling
- We need to teach the youth how to 'earn' money, e.g. with made in the community [products]

### **Recreation**

#### **New items identified for consideration:**

### **Education, Training and Employment**

Limited increase in local services – local hire

- Summer time hire
- Limited opportunity to sell
- There has always been a capacity [issue here] there is work, and 36 people on Social Assistance – [we] need to find work for people.
- Utilize local people with expertise on the projects/DDC has a role and could assist with [this]
- Trades training – stay at home and still get journeyman certification
- Other opportunities – employment with government – existing government opportunities

### **Health and Social**

#### **Communications**

- Market broad band services – work remotely

#### **Other comments:**

- Many people built this town; there should be more meetings like tonight
- The money should be kept in the community, and utilize the local native people
- Invite projects from down south, i.e. recycling tires, etc., there's money out there to help us
- There 10-12 mining outfits will open on Tlingit land
  - people here should have first chance to work here
  - It is our country that they are working on, it will never be the same – we need to benefit from it
- Hard to compete – local business [may need some support?]



- [Create] Incentive to buy locally
- All belong to Community Club
- We need to attract the youth to return

**New or existing opportunities which may arise from the implementation of the Community Development Plan:**

- Accounting services
- Marketing
- DDC's role – work with the community members to help take the first step
  - Firewood sales
  - Small contractors
- Opportunities are not very well spelled out
- Sense that not enough skilled people in the community to do some short term projects; we sense that we will need to hire outside to get the projects done
- Lots of people [here] willing to learn
- Advertise training and business opportunities
- Unite and become one, no matter what color, fight for our town, and our town could grow
- Teslin in 10 years [will be] better than today!

**Other questions to contemplate from the participants:**

- How are Yukon College and elders plugged in?
- How are local contractors going to be tied in?
- How are we going to communicate with them?
- As Teslin grows, 'will our infrastructure be able to handle it?'



## Third Round

### B. Thoughts on implementation (who will champion the cause?)

The Village of Teslin and the Teslin Tlingit Council has developed a committee to oversee the development of the Joint Community Development Plan; and as we move to the implementation phase we need to know who will be overseeing the implementation of the plan and the projects into 2025?

1. Implementation – what are some ideas of implementing this 10 year plan? Who do we rely and who should be involved?

Probing questions for the host(s), for example, the steering committee (3 members each of VOT and TTC, and community at large), can this committee become the implementation team for the projects?

- Who is going to Champion the Cause?
- Who is going to guide or direct the projects (and joint projects) and or process?
- Who do we rely on, who should be involved?



**The following is a synthesis of the participant's conversation.**

#### **Ideas for Implementation**

- Continue with the same group who was involved in the beginning
  - A terms of reference is required, and an information package
  - The DDC and Yukon College has a role (ensure there is a linkage to the College)
- Steering committee can continue the work
  - Would need oversight to keep moving
  - Again, steering committee roles in annual community meeting is a good idea
  - Continuity
- Elders and youth
- Both government bodies and citizens at large
- Different projects should have people with specialized expertise

- Role of committee to help flow [the] work to capacity of the community
- Community implementation group
  - VOT/ TTC/ YG
- MLA champion
- Need the Public to be the champion

#### **New items for consideration:**

##### **Monitoring and Review**

- Everyone has an opportunity
  - Update on progress
  - Short-term projects list [is] huge; need to re-adjust priorities
  - Annual get together
- Celebrate [the] success(es)
  - Reaffirmation of the priorities for funding agencies
  - Annual meeting would also allow us to change priority of project if needed

##### **Other Considerations:**

- [Involve] youth in the succession planning
- Political imposition in community could change
- What is DDC's role?
- Community members [need] buy in
- Change the school system
  - Grade 9 - need high school
  - Keep the kids longer in the community
  - Teen-agers are needed at home – feel trapped when away, still have social interaction
- Yukon college - more programs

## Fourth Round

### D. How do we continue to communicate with the Citizens and the community as we go forward?

What are some ideas for keeping the community up to date on the status of the implementation plan, the projects development, jobs, training opportunities and business development opportunities?

1. When do we do a review and report back on the implementation of the plan and projects? For example, 'do we do an annual "check and balance" of the projects? Or other?'
2. The review will provide information on the management of the funds and the projects; can you think of other things you would like information on?



### The following is a synthesis of the participant's conversation

#### Communication methods and Tools

- Emails
- Use local media to keep younger generation informed
- Facebook
- Flyers,
- Signs
- Newsletter with pictures
- Newsletter – plan a newsletter
  - Tie it to construction season (3x per year)
  - [Put] blurbs in other newsletters

#### Community Involvement

- Public meetings – to celebrate success(s)
- Continue to have meetings like tonight



- Annual meetings on the status of the plans
- Annual meeting would also allow us to change priority of project if needed
- Host an annual report meeting
  - What's happened
  - What didn't happen
  - What is in store for the next year
- Have these displayed in other venues for public input and viewing
  - check in on priorities
  - check in on the goals and priorities, they may change
  - [need] Public to be the Champion
    - Annual get together
    - Update on progress
  - Report regularly
  - [Provide] more info than the roads projects
- Discussions to reach out to the youth, they need to get involved
- Other information is needed; forecasting what projects are coming up in the next year so local business(s) and community members could be prepared

### **Roles of Steering Committee**

Steering committee, can continue the work

- Again, steering committee roles in annual community meeting is a good idea
  - Would need oversight to keep moving

### **Other Thoughts, Comments, Suggestions and Concerns:**

- Political imposition in community could change
- What is DDC's role?
  - Everyone has an opportunity
  - Short-term projects list [is] huge - need to re-adjust priorities
- Celebrate [the] success(es)
  - Reaffirmation of the priorities for funding agencies
- Statistics – detail how many – how it went
- Capacity and financing maybe of a concern

### **New items for consideration:**

#### **Youth initiatives**

- Plug in young generation – social media
- Continue to engage with [grades] 7,8, & 9
- Engaging youth
  - Keep students in the loop
  - Help youth learn the process
  - [Use] social media

### **Conclusion:**

Looking at the synthesis of the overall responses from the dialogue and discussions during the World Cafe, the Community Development Plan is well accepted. The planning process has been as inclusive as possible. The responses to the four (4) questions which guided the dialogue on January 19<sup>th</sup>, 2015, confirmed that the committee as a collective body is responsible to the citizens, has heard and documented the concerns, ideas and priorities of the community.

The Community Development Plan is long term and as such the citizens are investing a great deal of time and money for the future of their community, and more importantly their youth.

There is an indication that the Infrastructure priorities might have to be re-visited, for instance the Teslin School, which now only accommodates education from kindergarten to grade 9. The community recognizes the need to keep their youth in Teslin, for example, have grade 10 to 12 delivered in Teslin, thus keeping the youth engaged in building towards their future and the future of Teslin.

With the provision of access to education, training, and small business development, there is not only a need for future housing, for the younger generation, but to new employees of both the VOT and TTC that wish to return home.

The community sees the value of continuity in the planning committee as the body responsible for implementation of the plan. There is a strong recommendation for a Terms of Reference that would provide accountability, ongoing reporting mechanisms, and keep the community engaged throughout the process.

Finally communication is the key to success in any and all projects. The committee or the governing body for project implementation will have to address the issues of responsible communications from the start of the implementation to the finish. Regular meetings were suggested along the lines of 3 to 4 times a year.

The people see that an investment in building local capacity, along with keeping the youth in the community will ensure a viable future for everyone, and will see the plan succeed.



### **Credits:**

Photos – **Gord Curran**

Facilitators - **Duu Chuu Management Consultation**

Report – **Duu Chuu Management Consultation**