

TOURISM IMPLEMENTERS RETREAT

March 4, 2020

Draft Report
March 31, 2020



**AWAKENING THE
GREATNESS WITHIN**

TRANSFORM » RENEW » REVITALIZE

CARCROSS COMPREHENSIVE COMMUNITY PLAN

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Summary

The Tourism Implementer's Retreat was held on March 4, 2020 as a follow up to the Carcross Comprehensive Community Plan (CCP) Tourism Community Open House that was held Jan 30, 2020. The Gunta Business Team facilitated the retreat as a part of the 5-community CCP process. The primary goal of the tourism-focused retreat was to bring together key players in the Carcross community, in addition to select government representatives, to explore options for how to collaborate and centralize tourism efforts in Carcross. A secondary goal was to develop an action plan for priority actions for the upcoming 2020 tourist season.

Sixteen participants attended representing many tourism stakeholders in Carcross including: Carcross and Tagish First Nation (C/TFN) Carcross Tagish Management Corporation (CTMC), the South Klondike, Marsh Lake, and Mount Lorne Local Advisory Councils (LACs), Yukon Government - Tourism and Culture (TC), Yukon Government - Economic Development (ED), Yukon Government - Community Services (CS), Yukon First Nations Culture and Tourism Association (YFNCT), Tourism Industry Association of Yukon (TIAY), and White Pass & Yukon Route Railway (WPYR). Minister responsible for Tourism and Culture Jeanie Dendys and Minister responsible for Community Services John Streicker, Southern Lakes MLA were in attendance for a generous part of the day.

Together, we explored options for increasing capacity in the community to coordinate efforts, improve communications and increase efficiencies on key actions. The group also prioritized five key action items from a list of priorities that emerged from the Tourism Open House, past documentation, and research, as a means to address community concerns prior to the upcoming tourism season.

Together, the team selected the following 5 priorities (in order of importance).

- 1) Visitor Management: including Behaviour Management such as awareness campaigns and wayfinding (including signage for safety, trespassing, wildlife protection and environmental and cultural interpretation).
- 2) Waste Management: including outhouses, garbage cans, recycling and dog poop
- 3) Training for Operators: on local customs, history, values and places.
- 4) Drinking Water: Ensuring there is enough for both visitors and locals
- 5) Meaningful Employment: for Locals incorporated into projects where possible

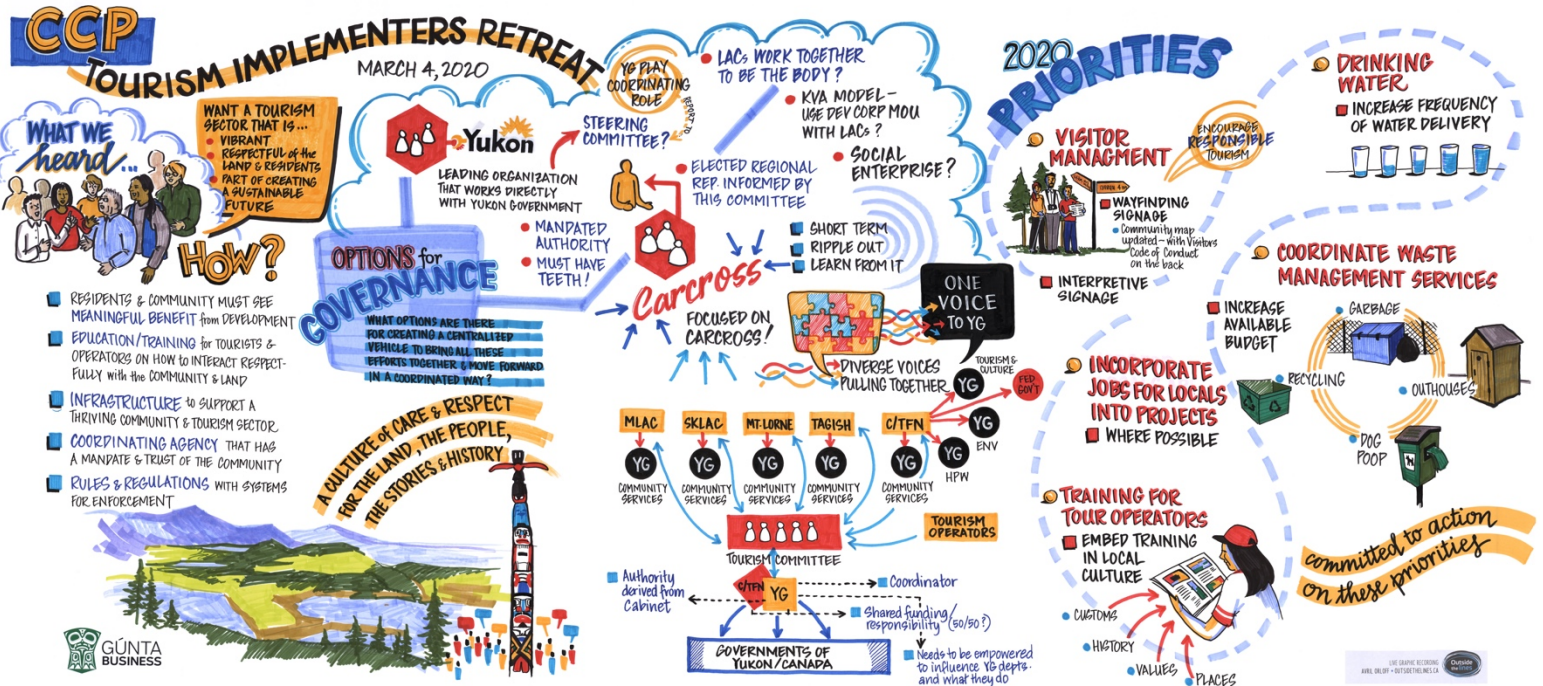
An action plan was created for each of the 5 priorities. The group determined that, in the short-term, staying in contact via email with support from the CCP organizing team was a good strategy. This short-term strategy would provide communication support and provide accountability to one another.

The gathering made clear, much like the Tourism Open House, that volunteers are doing a large portion of this work. A coordinated effort with ongoing and regular communication is difficult to

maintain without someone in a paid, coordinator role. The participants discussed potential avenues for funding a Community-Based Coordinator position.

It was determined that funding an existing organization is not possible (due to organizational mandates and obligations, funding requirements, and the required governance, etc) in the economic current climate. Participants discussed the potential for creating a new organization that is set up specifically to coordinate and support and/or lead the execution of the specific priority action items in the immediate future. There remains the possibility that the long-term solution may involve a current organization or a combination of organizations if deemed strategic and effective. The group agreed, with participation of the Yukon Government representatives, that Yukon Government is in the best position to explore options for funding a YG position for the spring and summer tourism 2020 season, based in Carcross, to work as a counterpart to the YG community advisor for Carcross.

Note: As of the writing of this report the COVID-19 pandemic has had a significant impact on the global economy and plans for the 2020 tourism season. International travel has been grounded, cruise ship traffic has been postponed, large scale events have been cancelled for the 2020 season. As the world navigates this uncertainty and governments announce relief measures, the need to coordinate efforts and work together is greater than ever.



Final Visual poster for the CCP Tourism Implementers' Retreat

Exploring Governance Options

The initial focus of the day was to explore the key questions that emerged from the Tourism Open House on Jan 30, 2020.

“The key question moving forward is how do we create the trust, the agency, and the capacity to move forward in a way that supports a sector that leaves no trace, increases community infrastructure, revitalizes culture and creates meaningful opportunities for locals.”

Facilitator Christine Callihoo presented a short primer on the difference between governance and government and offered a range of examples of governance vehicles that communities and groups are able to use to govern together including social enterprise, B corps, steering committees and others. Each of the vehicles were discussed in order to inform the rest of the day's dialogue and decision making.

Good governance = accountability + transparency + equity

Some participants raised the point that there are two other governance exploration projects underway. More specifically, the Carcross Comprehensive Community Planning (CCP) process is exploring structures to bring regional partners (C/TFN and the local advisory councils of Mt Lorne, Marsh Lake, Tagish and South Klondike) together collaboratively and collectively address common issues. At the same time the South Klondike Local Advisory Council is currently exploring options to create a local municipal government in collaboration with the Government of Yukon Department of Community Services. The draft Carcross Governance Options Assessment was presented to the community the week following the tourism retreat. The current work by the Tourism CCP project will greatly benefit from the insight that both of the governance studies will provide.

The facilitation team elaborated on the strategy for the day; articulating the specific gap in governance over tourism issues in order to isolate a specific governance vehicle to enable and support desired tourism in Carcross. Together, participants elected to move forward with the discussion about how the implementers could work or govern together in the short and long term to tackle the issues brought to the fore throughout the engagement process. The insights gathered to date will support and provide strategic context to the CCP and South Klondike LAC governance conversations.

Process

To explore the question of governance and capacity building, the facilitators asked participants to comment on three different options or models (also referred to as frameworks, models, and vehicles) to bring more coordination and efficiency to tourism action planning and increase local capacity to address these issues in Carcross by:

1. Creating a Steering Committee.
2. Funding an Existing organization for capacity support and creating an Memorandum of Understanding (MOU) or Terms of Reference or other structure/framework/vehicle to govern the funds and supported actions together.
3. Creating a new organization made up of representatives from the community. The new organization would receive funding to coordinate efforts.

Conversation #1 - Creating a Steering/Design Committee

Participants talked about the Klondike Development Organization (KDO) model. The KDO, represents a partnership of City of Dawson, Dawson City Chamber of Commerce, Klondike Visitors Association, Dawson City Arts Society and Chief Isaac Incorporated, the development corporation of the Tr'ondëk Hwëch'in, is an example of a steering committee that strategically manages tourism on behalf of the membership. The KDO initially started with a budget of \$50,000/year and now manages a significant portfolio as the organization increases in terms of relevant capacity and sophistication.

- Benefits of a steering committee such as KDO include:
 - Instrumental in building trust between participating organizations.
 - Developed meaningful, working relationships.
 - Proven effective over the long-term.
 - Multi-representative.
 - Provides a coordinating role
- Limitations of a steering committee such as KDO include:
 - Capacity limited.
 - Scale impacted (growth is limited by the size of the community).
 - Requires ongoing, committed representation to develop a mandate and to ensure a local benefit.
 - Can be seen as complicated in the short-term.

Participants suggested during the first round that YG play a coordinating role with one full-time employee reporting to a committee. Subsequent rounds of participants agreed that the model had merit and encouraged further exploration.

- The coordinating person or persons would, through relevant qualification, provide an effective means of leveraging funds and taking action.
- The coordinating person would provide necessary, relevant capacity at the crucial early stage of inception to execution.
- The coordinating person may offset the complexities of starting up a committee, such as the need for core funding, by way of strategic capacity and experience
- Participants viewed this option (YG employee acting on their behalf) as a short-term solution with benefits in the long-term. This coordinating role can strategically evolve to address priority challenges outside of tourism.
- Tourism committee representatives could mobilize a YG person to act on their behalf via a letter to the Minister responsible and signed by the various authorities in Carcross and the Southern Lakes.

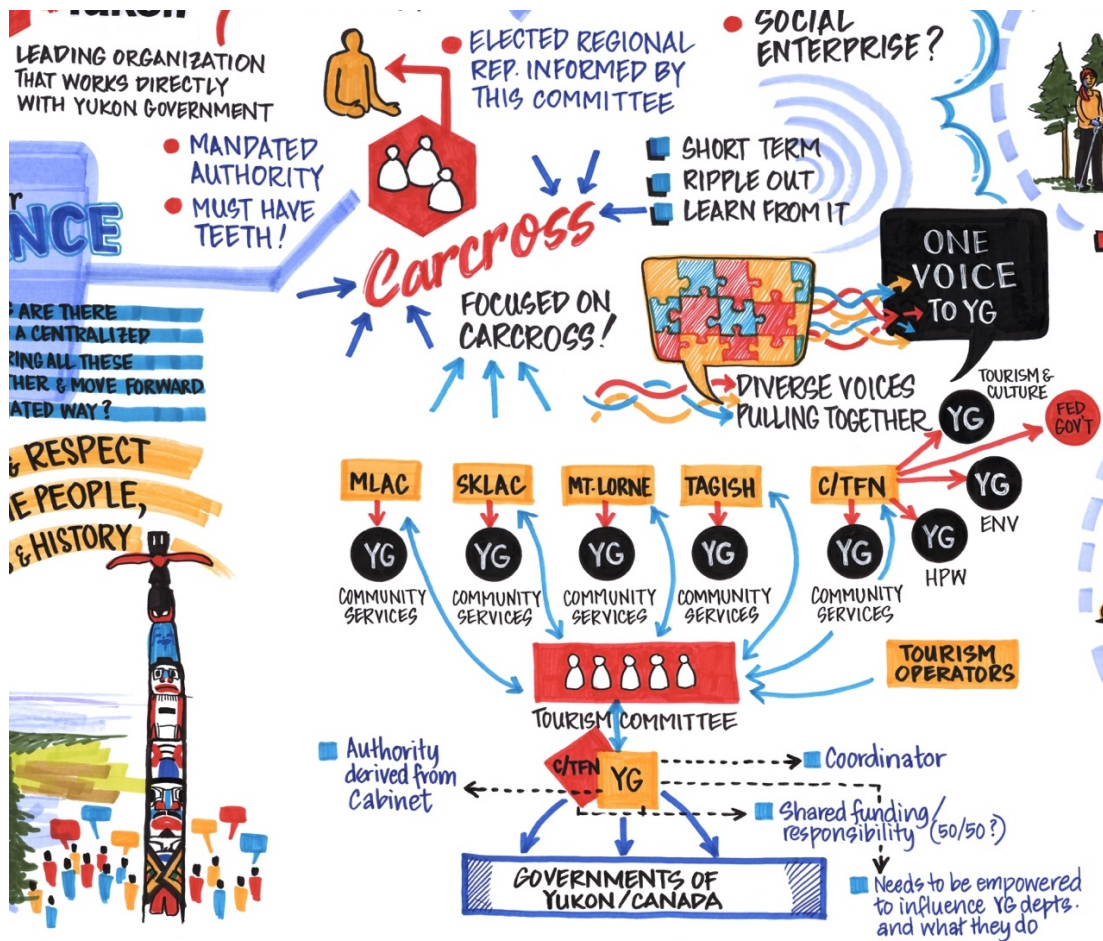
The letter could address, but would not be limited to, the following:

- Describe the process and conclusions (i.e. the Tourism Retreat).
- Provide a rationale for the request.
- Provide multiple signatories.

Challenges highlighted with this model include:

- Transparency and accountability need to be defined, established and upheld through best practices in monitoring and evaluation. Expectations need to be managed while issues need to be documented and acquired knowledge through these processes shared.
- Duration of the assignment needs to be determined at the outset in order to signal to community representatives that one of the primary goals is self-determination over time and to empower the community and enable them to strategically assume local control of tourism management over time.

The group developed a proposed organization chart clarifying the proposed Relationship between the Carcross community, represented by a steering committee, and the Government of Yukon



Proposed organizational structure for short term steering committee solution

Conversation #2 - Sign an MOU and fund an Existing Organization

Several conversations and options emerged from this table.

Option 1 - Local Advisory Council (LAC) Memorandum of Understanding (MOU)

Local Advisory Councils (LAC) could establish an MOU/ToR (terms of reference) as a collective and receive funding for a paid Community Coordinator. The MOU/ToR could include a communication protocol that could include requirements such as formal consultation between the LACs and C/TFN, with perhaps CTMC participating via, or as part of, CTFN. This approach could be similar to a Steering committee of the LACs that represents or addresses tourism priorities.

Benefits:

- Could be an appropriate governance vehicle for fairly immediate execution of the five collectively identified priority actions.

- Collective collaboration to address priority actions may streamline the required steps in each action while also providing the opportunity to secure the required financial support to do so as a collective (vs. pursuing as separate entities).
- Draw upon the collective “corporate knowledge” of the work completed to date.
- Ability to represent the voice of the collective communities to address short term and long-term priority actions.

Challenges:

- may not be currently eligible for YG funding and potentially other funding options due to the selected governance structure. With strategic participation and guidance from YG, this governance structure may be a viable option, at least for the short term.
- The structure potentially does not allocate decision-making power; the representatives serve as advisors only. So how would this framework/governance vehicle change that?
- Participants/representatives are generally volunteer-based and their time is already largely consumed; to add yet another role without the required supporting finances is not reasonable nor effective.
- YG would greatly benefit from working with, and learning from, the community representatives and the plans and strategies developed to date – the collective voice needs to be heard as one voice to YG.
- May take too long to put together in order to strategically respond to the priorities for the 2020 tourism season.
- The legal framework the LACs currently disallows the above governance framework and may require up to two years to modify in order to accommodate.
- C/TFN endorsement will be required.
- LACS have very different capacities, skills and knowledge vs governance trained – the LACs are committed volunteers in an advisor role, with each LACs having unique requirements from each other. (i.e Mt Lorne does not want to attract visitors).

Option #2 - YG Funded Staff person (this conversation moved here from the Steering Committee table)

The option to secure a YG funded staff person to coordinate the implementation of the 5 priority actions for tourism season 2020 is seen as a short-term option. More specifically, Community Services/ YG could fund an in-community coordinator (YG contractor or staff) that would be guided by a steering committee made up of the various representatives already engaged in the Tourism CCP process. The steering committee is anticipated, at minimum, include a community advisor, a policy person and a tourism person.

Benefits:

- Access to YG systems and knowledge of navigating YG
- YG is at the table with relevant and required resources

- Quick wins (establishing a YG funded in-community coordinator) could contribute to the ongoing collective efforts of building trust between the territorial government and the numerous other representatives/ community volunteers.
- Involves the participation of all of the entities already at the table, thus building upon established working relationships including C/TFN.

Challenges

- The YG employee will need to have the trust and agency of the communities – a priority objective from initiation onward
- Explore the ability to financially support the steering committee members (all currently volunteer) in order to address the ongoing capacity challenge in the communities.
- Explore the potential for YG to champion the 5 priority actions, ensuring that the current relevant representatives are meaningfully incorporated into the decision-making process.

Option 3#- Development Corporation

The Carcross/Tagish Management Corporation (CTMC) provides some precedent for how a corporation can contribute to community well-being and development. Acting as the economic development arm of the Carcross/Tagish First Nation, CTMC focuses on providing skills training opportunities and employment to citizens via the implementation of for-profit community development projects such as the Carcross Commons, and the Single Track to Success program. A community corporation or social enterprise could further industry and business priorities, address community service needs, and operationalize public infrastructure priorities.

Benefits:

- Development corporation governance model enables access to strategic funding, direct awards and First Nation funding

Challenges:

- Current organizations in Carcross that could serve as a governance vehicle do not have community buy-in or support. Agency and trust would need to be created with all stakeholders and therefore may not be a short-term governance vehicle in light of the short time for executing priority actions.
- Exploring the potential options for enabling transparency about funding from CTFN and C/TMC requires more time than is available in light of the short-term goal of executing the 5 top tourism action priorities prior to the 2020 tourism season.

Conversation #3 - Create a New Organization to Fund

Why not incorporate as a municipality to address the issues that are all, generally, a local gov't management issue?

Response: 1) the increased level of responsibility is not desired 2) minimum tax base (worry that there would not be sufficient funds to address the issues 3) how do we incorporate partnership with the First Nation in mind?

Why not explore the merits of creating a 'regional-type government' (a type of governing body that is able to address shared concerns, investments, tasks)?

Response: the primary issue/concern is specific to Carcross – only 1/5 of the communities at the table for the tourism conversation. Could be a longer-term option once the Carcross tourism issues are addressed.

Why not consolidate current relevant Carcross organizations?

Response: Funding access can be thwarted with consolidation; may eliminate funding options for some of the organizations.

What about the creation of a non-profit specific to tourism such as a chamber of commerce?

Response: Would be willing to look at this.

Steering Committee

Favour the development of a steering committee for the short term (this year to address the 2020 summer tourism season) – figure illustrates the short term to longer term approach of the steering committee. The steering committee could evolve into a social enterprise following the 2020 tourism season.

The steering committee must include the following requirements in order to be effective (based on the experience of the participants):

- Mandated authority (from YG) – 'teeth'
- Communication protocol that ensures all relevant parties are kept abreast of all relevant actions in a timely manner
- Attention to the cohesion of the steering committee must be considered
- Resourced – including staff, relevant data/information (including anticipated tourism numbers for each year/projections and modes of travel)
- Strategic membership - ensuring the relevant parties are participating strategically
- Elected regional representation (with C/TFN participation)
- All representatives on the steering committee are equal and this is reflected in the terms of reference (ToR) or memorandum of understanding (MoU)

Steering committee needs to be aware of the following:

- Respect the lifestyles of the 5 communities: the reasons why most live in the 5 communities
- Volunteer culture is waning, younger generation volunteer less, and do so strategically

In summary, the retreat participants agreed that, in the short term, a YG funded position, based in the community, would be best positioned to provide support and capacity to the mostly volunteer organizations that are tackling these challenges in the community.

In the long term, a new organization could be created to bring stakeholders together to address the ongoing interests of sustainable tourism. There are also opportunities to fold this conversation, and resulting priority and longer-term actions, into the governance research project and the Carcross Comprehensive Community Planning project to enable a comprehensive approach to community-focused development and opportunities.

Priority Setting

Following the governance conversation, the engagement process turned attention to identifying priorities and the creation action plans to execute these actions this coming 2020 tourism season.

Several long- and short-term actions were identified at the Tourism Open House - these are documented in the *What we Heard Report*. The goal for the open house was to start a conversation about how the implementers could work efficiently and effectively together to address short and long-term goals, and to also identify short term priority actions for the 2020 season.

The priority setting exercise was initiated with the review of the list of 8 items that were repeatedly shared and supported by others attending the community open house. These were also selected for focus in action plan development because these were seen as implementable within the 2020 tourism season. The list included:

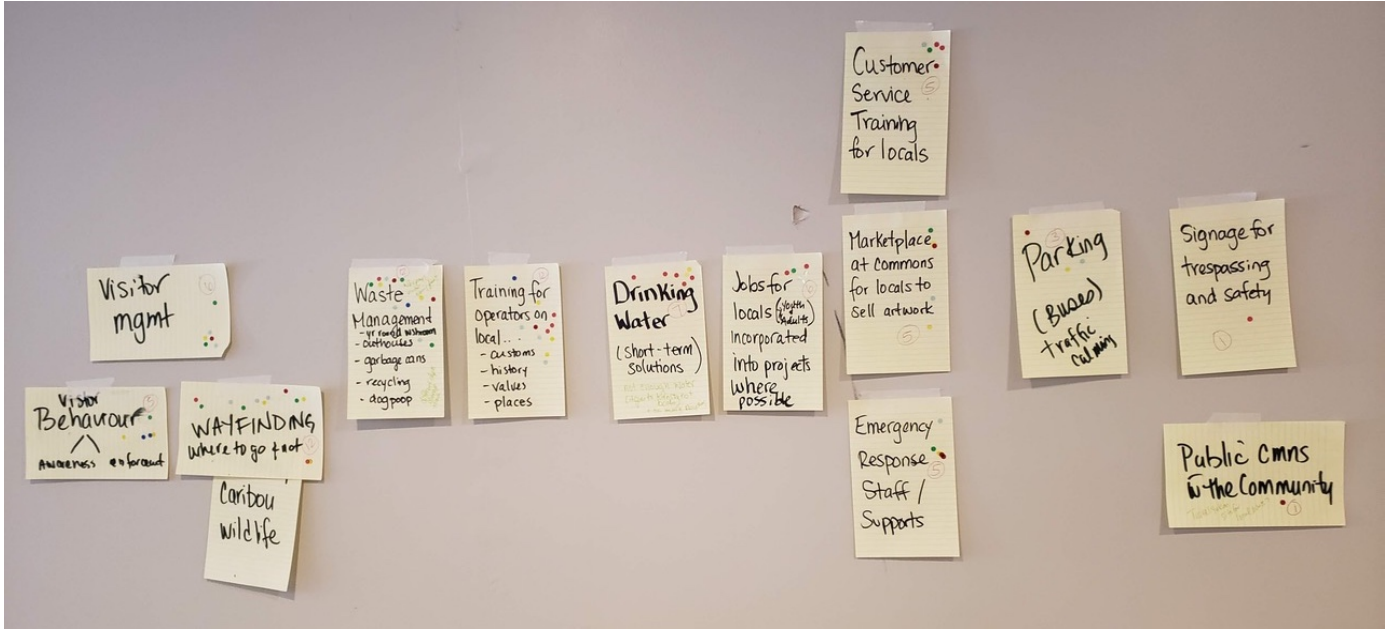
- Customer service training for locals
- Jobs for locals incorporated into projects where possible
- Training for operators on locally relevant info (customs, history, values and places)
- Emergency response training and supports for staff and volunteers
- Marketplace at Carcross Commons for locals to sell artwork
- Signage for trespassing and safety
- Visitor awareness campaign
- Waste management (poop pick-up, outhouses, garbage and recycling)
- Drinking Water ensure that supply is appropriately maintained for both locals and visitors

The participants were then asked to add or amend the list to ensure any key priorities were not missing. The following items were added or changed:

- Parking for buses and traffic calming requirements
- Public communications with the community (the requirement for a community communication hub where all relevant information is provided in a timely manner)
- Natural environment - Montana Mountain and Caribou Mountain wildlife - participants expressed the requirement to have the environment directly reflected in all priorities; the integrity of the natural environment is a priority consideration.
- Visitor 'awareness campaign' was altered to the more comprehensive term of 'visitor management'. In addition, two categories were created under the larger topic of 'visitor management' to include 1) wayfinding, including signage for safety, trespassing, community navigation; and, 2) land use reminders and details of desired behaviour including awareness building, code of conduct, ambassadors and other strategies.

Participant priority setting provided the following rankings:

1. Visitor awareness campaign was altered
 - a. Visitor Management (6) and split into two categories
 - b. wayfinding (12) and behaviour (5)
**Note wildlife protection on high traffic mountains were combined*
2. Waste management (poop pick-up, outhouses, garbage and recycling) (12)
3. Training for operators on local (customs, history, values and places) (12)
4. Drinking Water ensure that supply is appropriately maintained for both locals and visitors (7)
5. Jobs for locals incorporated into projects where possible (6)
6. Customer service training for locals (5)
7. Emergency response staff/ supports (5)
8. Marketplace at commons for locals to sell artwork (5)
9. Parking for buses, traffic calming (3)
10. Signage for trespassing and safety (1)
11. Public communications with the community (1)



Action Planning

Once the priorities were articulated participants broke up into small groups to tackle action planning for two priorities each.

ACTION #1	Establish priority wayfinding signage in the community before the 2020 tourism season informing and directing tourists (as well as mitigating negative impacts to the community by tourism activity).
TIMEFRAME	May 2020

DEFINABLE ACTIONS	Update the current community map – specific to the town (with later plans to expand scope to trails)
LEAD PARTNER	Jordan, YK Community Services, to connect with Sarah, Tourism & Culture
PARTNERS	Sarah, Tourism & Culture; Lawrie Crawford; Tyler, White Pass; Claire; Krystal; Emily, CTMC; Sarah, TIAY, SKLAC
TIMELINE	Sarah, Tourism & Culture, to loop back to the 'supports' by March 13 2020 with next steps
RESOURCES	Funds to support the efforts of the volunteers
OUTCOME	All visitors to Carcross are aware of the various services and amenities in Carcross by way of the updated community map

DEFINABLE ACTIONS	Design and install strategic wayfinding & interpretive signage
LEAD PARTNER	Jordan, YK Community Services
PARTNERS	Sarah, Tourism & Culture; Lawrie Crawford; Tyler, White Pass; Claire; Krystal; Emily, CTMC; Sarah, TIAY, SKLAC
TIMELINE	Sarah, Tourism & Culture, to loop back to the 'supports' by March 13 2020 with next steps

RESOURCES	Funds to support the efforts of the volunteers
OUTCOME	All visitors to Carcross are aware of the various services and amenities in Carcross by way of wayfinding signage

DEFINABLE ACTIONS	Establish 'Code of Conduct' contributing to a sustainable tourism sector and include on back of revised community map
LEAD PARTNER	Tyler, White Pass to provide copy of White Pass' code of conduct for review
PARTNERS	Jordan, YG Community Services; Sarah, Tourism & Culture; Lawrie Crawford; Tyler, White Pass; Claire; Krystal; Emily, CTMC; Sarah, TIAY, SKLAC
TIMELINE	Sarah, Tourism & Culture, to loop back to the 'supports' by March 13 2020 with next steps
RESOURCES	Funds to support the efforts of the volunteers
OUTCOME	All visitors to Carcross are aware of and comply with the established 'Code of Conduct' contributing to a sustainable tourism sector

ACTION #2	Coordinate waste management services and increase available budget
TIMEFRAME	Sept 2020

DEFINABLE ACTIONS	<ul style="list-style-type: none"> - Ensure responsible authorities are talking together (operational meeting) - Identify and employ efficiencies - Articulate local context - Community Affairs to route request for increased funds - Increase budget for waste management
LEAD PARTNER	YG Community Services

PARTNERS	C/TFN, Businesses, SKLAC, and T&C, YG Tourism, YG HPW
TIMELINE	Q2 2020
RESOURCES	
OUTCOMES	<ul style="list-style-type: none"> -Establish basis for coordination -Opportunities established -Make a case for why Carcross needs more (volume and demand). - Routed request to Ministers. - Ministers agree to increase funds.

ACTION #3	Create training opportunities for local operators and front line staff to improve their understanding and the way they share local stories, values, culture and history.
TIMEFRAME	2021 Season

DEFINABLE ACTIONS	Coordinate to have a local presenter at the Holland America and WPYRR staff trainings for the start of the season
LEAD PARTNER	Tyler WPYRR - find out dates of trainings CTMC and Jordan Stackhouse - YG Community Services to contact Colleen James and other local champions to confirm their ability to speak
PARTNERS	
TIMELINE	April 2020
RESOURCES	Honorarium or funding to pay speaker
OUTCOMES	Front line staff receive cultural context, stories and history of the area to share in their speaking notes.

DEFINABLE ACTIONS	Coordinate a local FAM tour that includes local cultural and historical training for the 2021 season
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	<ul style="list-style-type: none"> - Explore the landscape of existing trainings to see what can be leveraged. Explore funding sources to make this happen. (April 2020) - Put together an options paper for how to proceed with training development in the short and long term (May 2020)) - Choose an option and mobilize partners to implement (June 2020)
LEAD PARTNER	CTMC
PARTNERS	TIAY, YFNTC, WTAY, Yukon College, Carcross Learning Centre YG Tourism (Sarah) potential to support with funding
TIMELINE	Jan 2021
RESOURCES	Funding required to develop curriculum
OUTCOMES	<p>Partners leverage existing training and secure funding to develop new training resources and information to produce a workshop or series of workshops for operators and front-line staff.</p> <p>A series of FAM tours take place starting Jan 21 that introduce operators and front-line staff to local venues, history, culture, customs and places.</p>

NOTES:

- The Learning Centre had initiated specific actions with the goal to implement this year – touch base.
- CTMC will run informal FAM tours this year
- Yukon College First Nations Initiatives could have current training and they have materials for new Canadians
- FAM Tours don't always share a code of conduct.
- Future - create a mandatory course for all operators (no cost to ensure everyone can access).

ACTION #4	Jobs for locals (youth and adults) incorporated into projects where possible.
TIMEFRAME	2021 Season

DEFINABLE ACTIONS	<ul style="list-style-type: none"> - Create a “work for hire map” that links existing training and open positions in the sector. In addition, provide required training in order to mobilize community members to become employees. - Hire a consultant to map out current training assets (culinary, guiding, health and safety, first aid etc) and create work for hire paths for local employers to encourage local job creation. - All members of the Tourism Committee commit to creating opportunities for locals where possible in projects and initiatives.
LEAD PARTNER	Yukon First Nation Culture and Tourism Association and Tourism Industry Association of Yukon
PARTNERS	Wilderness Tourism Association of Yukon + all Tourism partners YG Tourism (Sarah has potential funding for asset mapping)
TIMELINE	May 2020 begin research project
RESOURCES	Funds required for consultant
OUTCOMES	Develop a 'work for hire' map that links training and jobs that are opening up to better support staffing positions.

ACTION #5	Establish and employ effective water delivery to ensure sufficient potable water supply
TIMEFRAME	2020 Season

DEFINABLE ACTIONS	<ul style="list-style-type: none"> - Establish water requirements (include vendor engagement) - Determine water storage capacity requirements - Negotiate financial mechanism to provide reliable potable water service - Amend contracts if/as required to ensure reliable potable water service
LEAD PARTNER	YG Community Services

PARTNERS	C/TFN, local businesses, CTMC
TIMELINE	Q2 2020
RESOURCES	
OUTCOMES	Water delivery ensures sufficient potable water supply to meet both visitor and local demand.

Bringing it All Together

At the end of the day, the participants brought the two conversations together- governance and action planning - to determine the most efficient approach to accountability while also ensuring all relevant parties are able to connect to one another with the goal of following through on the action plans.

ACTION #5	Articulate a governance vehicle to move forward on the tourism action priority items in the short term and create ongoing, transparent and accountable communication between partners over the long term.
TIMEFRAME	March - October 2020

DEFINABLE ACTIONS	Jordan Stackhouse and John Streicker to explore the idea of reallocating Community Advisors so they have a more regional focus
LEAD PARTNER	Yukon Government - Community Services
PARTNERS	N/A
TIMELINE	April 2020
RESOURCES	
OUTCOMES	Determine if reallocating Community Advisors to more regional roles is possible and would support broader goals.

DEFINABLE ACTIONS	Jordan Stackhouse to follow up with SKLAC and CCP team by March 12 on the governance research project and bring this conversation forward there to see if there are links and opportunities.
LEAD PARTNER	Yukon Government Community Services
PARTNERS	

TIMELINE	March 12
RESOURCES	
OUTCOMES	Determine what overlap and opportunities exist between the governance research project and the tourism action plan developed today.

DEFINABLE ACTIONS	YG Tourism to coordinate an internal working committee within YG made up of applicable departments (environment, community services, highways and public works, economic development) and provide 1-2 point people who will serve as the YG contact for all tourism related enquiries from Carcross with the goal of streamlining communication and supporting the goal for all relevant parties to be informed in a timely manner to encourage efficiencies.
LEAD PARTNER	YG Tourism
PARTNERS	YG Highways, Environment, Community Services and Economic Development
TIMELINE	April 2020
RESOURCES	
OUTCOMES	The community has one Yukon Government point of contact for all tourism enquiries to ensure more streamlined and efficient response, awareness and communication.

DEFINABLE ACTIONS	Map out a potential model to clarify the YG context – initiate the process and report back to the community what is found and potential next steps. Jordan (community Services, YG) and Jonathon (to caucus and then loop back to community reps as to what was learned)
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LEAD PARTNER	Jordan Stackhouse (YG Community Services) and Jonathan (YG Tourism)
PARTNERS	
TIMELINE	April 1 2020

RESOURCES	
OUTCOMES	A funding vehicle to create capacity in the community to address and coordinate initiatives is determined and implemented.

DEFINABLE ACTIONS	Participants will use an email list to communicate and update one another on the status of action plan items in the interim. This will be supported by the CCP team by adding an ongoing agenda item to CCP steering committee meetings and by sharing all email addresses with this report.
LEAD PARTNER	Gunta Business CCP Team
PARTNERS	Tourism Implementers Meeting Participants
TIMELINE	April 2020
RESOURCES	
OUTCOMES	Stakeholders stay up to date on the completion of action items in this report and trust is built.

Conclusion/ Next Steps

The retreat serves as yet another important step towards the desire to enable and support sustainable tourism in Carcross and surrounding area; a tourism sector that supports both the community of Carcross and the visitors. The participants' guided the isolation of numerous opportunities for better information sharing and coordination of efforts with specific mention regarding improved communication and governance. The gathering was equally important in demonstrating the limitations of the current decision-making framework where LAC members and others in the community are volunteers without additional capacity to take on full time management and coordination of a strategic action plan for tourism in Carcross. It was made clear that there is the requirement for Yukon Government to explore and employ alternative governance vehicles that are able to better serve a largely volunteer-based tourism sector.

Participants skillfully addressed a series of short-term actions, revealing, much like in the Community Open House report, the requirements brought to the fore to enable and support a sustainable tourism sector in Carcross. Increased infrastructure investment, increased strategic regulation, monitoring and enforcement are all required in order for the community to minimize visitor impact while also increasing the tourism sector benefits in the community.

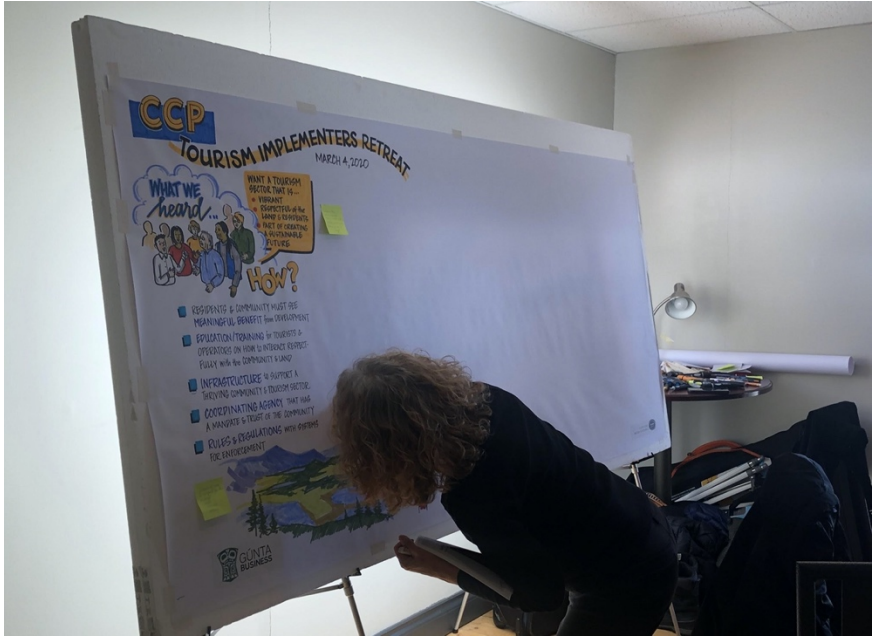
With the development of the short-term tourism focused action plan, there is also a requirement to identify and secure funding to provide the community with, at a minimum, a paid coordinator who can support the stakeholders to communicate and work together on shared goals. This retreat summary outlines options to address priority actions brought to the fore by the retreat participants. An additional outcome is the requirement that in order to address the immediate, short term requirement for capacity, the funding and resources will be required from the Yukon Government.

In the next several months of the Tourism CCP participants will continue to stay in touch via email in order to coordinate and implement the priority tourism actions including securing support for the priority action of securing a paid coordinator role prior to the upcoming 2020 tourism season.















THE STRENGTH of 5 COMMUNITIES as PARTNERS

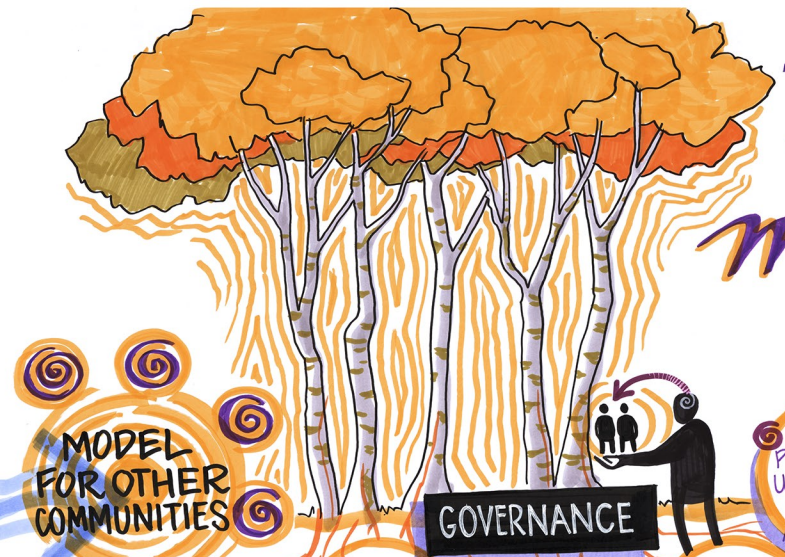
BIGGER VOICE

GET MORE DONE

TOGETHER WE ARE mighty!

VISION

OUR COMMUNITIES are WALKING FORWARD TOGETHER, TREADING LIGHTLY on the EARTH, BALANCING INTERGENERATIONAL RESPONSIBILITIES WHILE ENABLING & SUPPORTING the POTENTIAL of our PEOPLE & COMMUNITIES



MODEL FOR OTHER COMMUNITIES

GOVERNANCE

COMMUNITY EDUCATION

WELLNESS

COMMUNITY DEVELOPMENT

RESILIENCE

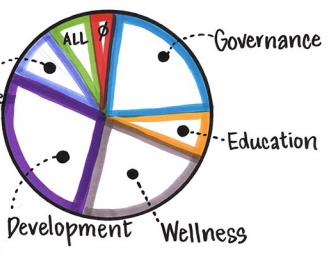
MINIMIZE IMPACTS OF TOURISM

AWAKENING THE GREATNESS WITHIN
IMPLEMENTATION RETREAT
FEBRUARY 19-20, 2020

ANTICIPATED OUTCOMES



INTEREST in OUTCOMES



THAT'S AMAZING!

★ 600+ RESPONSES TO SURVEY QUESTIONS



WHAT we've HEARD

5 PILLARS

HOW CAN THE CCP SUPPORT EACH OF THE PILLARS?

PILLAR #1

- LONG-TERM EVOLUTION OF GOVERNANCE ARRANGEMENT BTWN REGIONAL PARTNERS
- SCHEDULED MEETINGS BTWN C/TFN & LACs
- PUBLIC OUTREACH/INFO
- FORMAL WORKING ARRANGEMENTS

GOVERNANCE

- RESOURCE IDENTIFICATION

PILLAR #2

- ON-THE-LAND EDUCATION OPPORTUNITIES
- CULTURAL EVENTS
- TEACHING EVENTS
- SHARING OF HISTORY

COMMUNITY EDUCATION

PILLAR #3

- OPP'S TO GARDEN & GROW FOOD
- BUILD ON PEACE-MAKING CIRCLE
- CULTURAL EVENTS
- SHELTER SERVICES

COMMUNITY WELLNESS

- ACCESS TO NEW WELLNESS RESOURCES

PILLAR #4

- COMMON APPROACH TO TRAIL USE & PROTECTION
- ADVISORY GROUP TO REPRESENT REGIONAL PERSPECTIVES

COMMUNITY DEVELOPMENT

- GUIDELINES FOR INFRASTRUCTURE & MAINTAIN SENSE OF PLACE
- LOBBY FOR INFRASTRUCTURE

PILLAR #5

- TRAIL USE & PROTECTION
- ADVISORY GROUP
- INVESTIGATE IMPACTS OF & HOW TO ADAPT TO CLIMATE CHANGE

RESILIENCE

- LOBBY FOR INFRASTRUCTURE



TIME FOR US TO RECONNECT TO THE LAND TO SPIRIT TO EACH OTHER

OUR JOURNEY TOGETHER

WE'RE IN SEPARATE CANOES... ON THE SAME JOURNEY



SOMETIMES WE'RE PORTAGING UPHILL

WHAT DOES 'AWAKENING THE GREATNESS WITHIN' MEAN IN THE CONTEXT OF THE 5 PILLARS?

WHAT IS THE DESTINATION WE'RE HEADED TO?

AWAKENING THE GREATNESS WITHIN IMPLEMENTERS RETREAT FEBRUARY 19-20, 2020

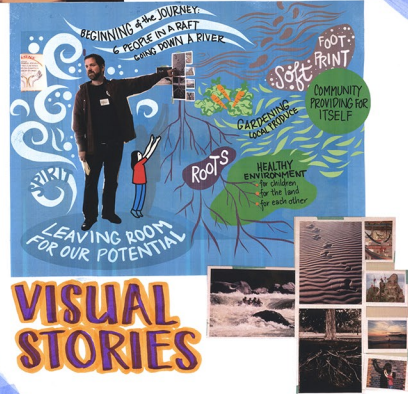
DEVELOPING & REFINING THE VISION

WORLD CAFE

PRIORITIES & ACTIONS



Our communities are walking forward together, with leadership in the center, balancing intergenerational responsibilities & development of people and communities to enable and support the potential of our people & our communities.



CCP TOURISM IMPLEMENTERS RETREAT

MARCH 4, 2020



WHAT WE HEARD...

- WANT A TOURISM SECTOR THAT IS...
 - VIBRANT
 - RESPECTFUL of the LAND & RESIDENTS
 - PART OF CREATING A SUSTAINABLE FUTURE

How?

- RESIDENTS & COMMUNITY MUST SEE MEANINGFUL BENEFIT from DEVELOPMENT
- EDUCATION/TRAINING for TOURISTS & OPERATORS ON HOW TO INTERACT RESPECTFULLY with the COMMUNITY & LAND
- INFRASTRUCTURE to SUPPORT A THRIVING COMMUNITY & TOURISM SECTOR
- COORDINATING AGENCY THAT HAS A MANDATE & TRUST OF THE COMMUNITY
- RULES & REGULATIONS WITH SYSTEMS FOR ENFORCEMENT

OPTIONS for GOVERNANCE

WHAT OPTIONS ARE THERE FOR CREATING A CENTRALIZED VEHICLE TO BRING ALL THESE EFFORTS TOGETHER & MOVE FORWARD IN A COORDINATED WAY?

A CULTURE of CARE & RESPECT FOR THE LAND, THE PEOPLE, THE STORIES & HISTORY



- MANDATED AUTHORITY
- MUST HAVE TEETH!

STEERING COMMITTEE?



ELECTED REGIONAL REP. INFORMED BY THIS COMMITTEE



Carcross

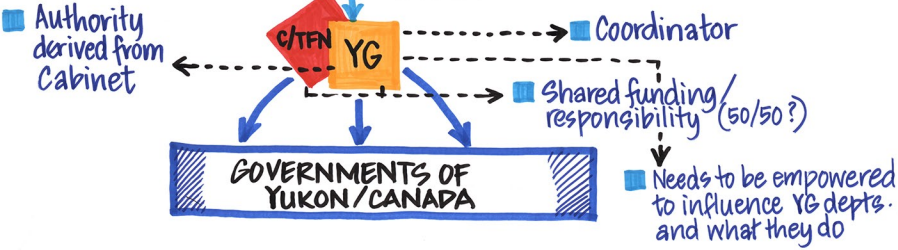
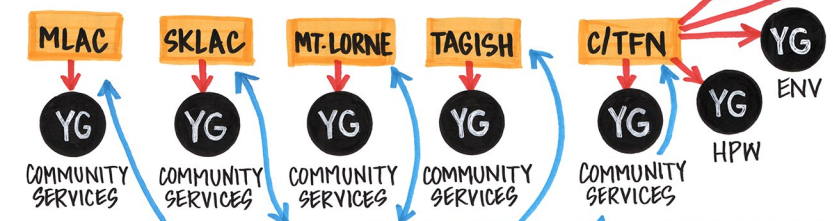
FOCUSED ON CARCROSS!

- SHORT TERM
- RIPPLE OUT
- LEARN FROM IT



DIVERSE VOICES PULLING TOGETHER

ONE VOICE TO YG



LACs WORK TOGETHER TO BE THE BODY?

KVA MODEL - USE DEV CORP MOU WITH LACs?

SOCIAL ENTERPRISE?

2020 PRIORITIES

VISITOR MANAGEMENT



ENCOURAGE RESPONSIBLE TOURISM

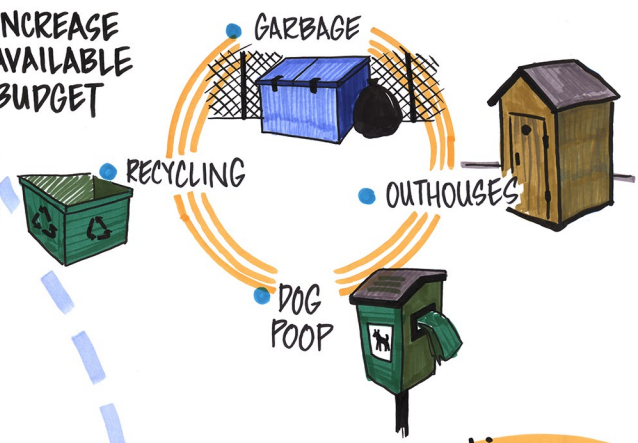
DRINKING WATER

- INCREASE FREQUENCY OF WATER DELIVERY



COORDINATE WASTE MANAGEMENT SERVICES

- INCREASE AVAILABLE BUDGET

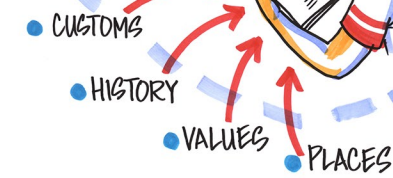


INCORPORATE JOBS FOR LOCALS INTO PROJECTS

- WHERE POSSIBLE

TRAINING FOR TOUR OPERATORS

- EMBED TRAINING IN LOCAL CULTURE



committed to action on these priorities

