



# VILLAGE OF CARMACKS

## *Council Strategic Plan*

**2026 – 2029**

---

*A small village with a big heart.*



## **A Message from Mayor and Council**

---

On behalf of the Village of Carmacks Council, I am pleased to present our Council Strategic Plan for 2026 – 2029. This plan reflects the priorities Council heard from residents, from our partners, and from staff, and translates them into a clear set of actions for the next three years.

Carmacks is a community in transition. We have just opened a \$25-million Recreation Complex. We are working through funding our infrastructure needs, including flood mitigation and wastewater upgrades. We are an active participant in the federal Housing Accelerator Fund. And on our doorstep, the Casino Mining Project has the potential to reshape our regional economy.

With opportunity comes responsibility. This plan is about making sure the Village is ready financially, organizationally, and as a partner to navigate what is in front of us while continuing to deliver the day-to-day services our residents rely on.

Council is committed to a community-based approach grounded in our long-standing partnership with Little Salmon/Carmacks First Nation, our working relationship with the Yukon Government, and our connection to residents.

### **Mayor Lachance and Council**

*Village of Carmacks*



## EXECUTIVE DASHBOARD

| Priority                                                         | Outcome by 2029                                     |
|------------------------------------------------------------------|-----------------------------------------------------|
| Complete Housing Accelerator Fund                                | Maximize federal funding and new housing            |
| Flood Mitigation                                                 | Protect the community while improving public spaces |
| Long-Term Financial Plan                                         | Sustainable funding for municipal services          |
| Recreation Complex & Arena Sustainability                        | Affordable long-term operations                     |
| Wastewater Strategy                                              | Clear direction on future servicing                 |
| Asset Management                                                 | Lifecycle planning for infrastructure               |
| Community Economic Development Plan                              | Diversified local economy                           |
| LSCFN MOU                                                        | Stronger government-to-government collaboration     |
| Organizational Capacity                                          | Resilient municipal workforce                       |
| Readiness for anticipated impacts from increased mining activity | Community prepared for regional growth              |



OUR VISION

# A Hub with Heart

---

*Carmacks is a small village with a big heart.*

For centuries, our rivers and ridges provided a welcome haven and meeting place for residents and travellers alike. We uphold this tradition by nurturing a vibrant “hub” of a townsite — complete with great gathering spaces, diverse housing options, and quality services — and building strong connections between people, cultures, neighbourhoods and nature.

*Vision 2030, Village of Carmacks Official Community Plan*

This Council Strategic Plan carries that vision forward. Each focus area, each action, and each advocacy position in the pages that follow is meant to move Carmacks closer to the “vibrant hub” the community described in 2021.



## Table of Contents

---

|                                                                  |                   |
|------------------------------------------------------------------|-------------------|
| A Message from Mayor and Council.....                            | 2                 |
| <a href="#">Executive Dashboard.....</a>                         | <a href="#">3</a> |
| A Hub with Heart .....                                           | 4                 |
| 1. Strategic Planning Process and Purpose .....                  | 6                 |
| 2. Context: Where Carmacks Stands Today.....                     | 7                 |
| 3. Where We've Come From: 2021 OCP Implementation Progress ..... | 8                 |
| 4. Council's Four Areas of Focus .....                           | 9                 |
| 5. Action Items .....                                            | 10                |
| 6. Implementation .....                                          | 13                |
| 7. Legislative Agenda .....                                      | 15                |
| 8. Council Advocacy Agenda .....                                 | 16                |
| 9. Integration with Staff Work Planning .....                    | 18                |
| Appendix A: 2021 OCP Implementation Progress .....               | 19                |
| Appendix B: Legislative Agenda — Bylaws and Policies .....       | 23                |
| Appendix C: Council Advocacy Priorities .....                    | 24                |



# 1. Strategic Planning Process and Purpose

---

## Purpose of this Plan

The Council Strategic Plan sets out the priorities of the Mayor and Council of the Village of Carmacks for the 2026 – 2029 period. It is a working document that:

- Communicates Council's priorities to residents, staff, partners, and senior governments;
- Provides clear direction to administration on what to focus on over the next three years;
- Guides annual work planning, budgeting, and capital decisions;
- Supports advocacy with the Government of Yukon (YG), the Government of Canada, Little Salmon/Carmacks First Nation (LSCFN), industry, and other partners; and
- Complements — but does not replace — the 2021 Official Community Plan (OCP), which remains the Village's long-term land use and community development framework.

## Process

This plan was developed through a facilitated Council strategic planning session held in May of 2026, building on:

- The 2021 Official Community Plan ("Imagine Carmacks 2030") and its Implementation Workplan;
- Recent and ongoing initiatives, including the Housing Accelerator Fund, the new Carmacks Recreation Complex, the Flood Mitigation Project, and wastewater infrastructure planning;
- Administrative input on operational and capacity issues facing the organization; and
- Input from elected officials reflecting what they are hearing from residents.

## Relationship to the OCP

### **This Strategic Plan and the Official Community Plan**

The OCP is a 10-year statutory document under the Municipal Act that sets out land use direction and broad community objectives. This Council Strategic Plan is a shorter-term document that identifies which OCP-related actions Council intends to prioritize over the next three years, and adds Council-specific priorities (e.g., organizational capacity, advocacy, partnership-building) that fall outside the OCP.



## 2. Context: Where Carmacks Stands Today

Carmacks is a small village with a big footprint of opportunity. Located at the confluence of the Yukon and Nordenskiöld rivers, it is the regional service hub between Whitehorse and Dawson and home to approximately 500 residents, many of whom are citizens of Little Salmon/Carmacks First Nation.

### A community in transition

Several realities define this strategic planning cycle. Significant infrastructure investment is underway: the Village has just commissioned the Carmacks Arena and is positioned to receive approximately \$38 million in flood mitigation and community development investment. At the same time, wastewater infrastructure, including the long-discussed sewage lagoon, remains an open and contested issue.

Housing pressure is real, but land is limited. Carmacks is participating in the federal Housing Accelerator Fund (HAF), with a focus on driving occupancy permits before the 2027 deadline. There is, however, very little developable land available, which constrains how broadly residents can participate in HAF and reinforces the need for infill, densification, and creative partnerships.

On the regional stage, proposed mining activity such as the Casino Mining Project are advancing through assessment and have the potential to significantly affect Carmacks through employment, population, housing demand, traffic, and pressure on municipal services. The Village is not yet formally recognized as a stakeholder and is seeking to change that.

Fiscal capacity is constrained. Like most small Yukon municipalities, Carmacks relies heavily on the Comprehensive Municipal Grant; the property tax base is modest, operating costs are rising, and a significant portion of the service population lives outside the municipal tax base. Internal capacity is also stretched, with key roles, particularly in water/wastewater operations and senior management, functioning as single points of failure. Building organizational resilience is now a strategic priority, not just an operational concern.

Through all of this, partnerships remain central. The relationship with Little Salmon/Carmacks First Nation is foundational. The relationship with the Government of Yukon shapes nearly every major file. Industry, the RCMP, the Carmacks Development Corporation, and the school all play roles in community well-being.

#### Council's bottom line

If the Village were to accomplish one thing because of this Strategic Plan, it would be to come out of the next three years as a more resilient, better-resourced organization that is capable of operating its infrastructure, supporting its residents, and acting as an effective partner on the projects shaping Carmacks' future.



### 3. Where We've Come From: 2021 OCP Implementation Progress

---

The 2021 Official Community Plan (“Imagine Carmacks 2030”, Bylaw #272-21) set out a nine-year implementation workplan organized around three “Big Moves” and ten thematic areas. As Council enters this strategic planning cycle, it is worth pausing to acknowledge how much of that plan has been delivered to date.

#### What has been accomplished

In four years, the Village has delivered or made definitive decisions on a substantial share of the OCP workplan. The Carmacks Arena is open and operating. The Emergency Response Centre is complete. The municipal stormwater system has been upgraded, and the regional solid waste facility is in operation as a regional facility. Energy retrofits at Village facilities have been completed. An electric vehicle fast charging station is installed. Asset management has been implemented as a yearly discipline. And on a number of OCP items such as: a piped/trucked water system, fleet electrification, a district biomass system, tiny home regulations, a community economic participation policy, and a visitor tracking program, the Village has done analysis and concluded that the action is either not feasible or no longer relevant in its original form.

#### What is still in progress

Several files from the 2021 OCP remain active and carry forward into this Strategic Plan. The Village Hub master plan is held up pending Yukon Government action on the former Highways yard. The transition of the municipal wastewater system is now a central issue for Council and is addressed directly in Sections 5 and 8. The Public Works building is moving from planning toward construction. Inter-agency collaboration meetings need to be re-established. The development incentives policy, the community economic development plan, and partnership work with LSCFN and the Carmacks Development Corporation are all priorities and reflected in Council's action items. Trail development is being repackaged as a Trail Mapping and Signage Review Initiative under Big Move #3, and the community emergency plan with LSCFN remains in development.

#### What this means for the Strategic Plan

The OCP is not being replaced. It remains the Village's long-term policy framework. What this Strategic Plan does is identify which OCP-related actions Council will actively pursue in the next three years, alongside Council-specific priorities (organizational capacity, financial sustainability, advocacy) that fall outside the OCP.

A full action-by-action progress summary is provided in: ***Appendix A: 2021 OCP Implementation Progress.***



## 4. Council's Four Areas of Focus

Council has identified four priority areas that will guide its decisions and investments over the next three years. These areas are interconnected and progress on one supports progress on the others.

|                           |                                                                                                                                                                                                                                                                                                                                                                          |
|---------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>FOCUS</b><br><b>01</b> | <b>Community Well-being, Partnerships, and Safety</b><br>Make sure Carmacks remains a safe, healthy, and connected place to live — including coordination with the RCMP on bylaw and traffic enforcement, advocacy for quality education, and stronger partnerships with LSCFN, YG, and industry.                                                                        |
| <b>FOCUS</b><br><b>02</b> | <b>Housing, Growth, and Economic Development</b><br>Make the most of the Housing Accelerator Fund, complete the OCP review, develop a Community Economic Development Plan, and position the Village as a recognized stakeholder in mining activity and other major regional initiatives that may have an impact on the community.                                        |
| <b>FOCUS</b><br><b>03</b> | <b>Financial Sustainability and Internal Capacity</b><br>Make sure the Village has the people, processes, and financial footing to operate its infrastructure and deliver services long-term. This includes the recreation and arena operations review, an organizational review, staff training and succession planning, and a long-term financial sustainability plan. |
| <b>FOCUS</b><br><b>04</b> | <b>Infrastructure and Asset Management</b><br>Resolve the lagoon question, build local wastewater operator capacity, advance flood mitigation in a way that maximizes community benefit, and bring forward an Asset Management Policy and Plan that includes natural assets.                                                                                             |



## 5. Action Items

The following tables set out Council's prioritized actions for 2026 – 2029 under each focus area. Timelines, budget indications, and lead partnerships shown below are preliminary and will be refined through annual budgeting and staff work planning. Where a budget is shown as "existing" it is expected to be delivered within current operating budgets; "TBD" indicates a figure will be determined as part of the relevant business case, scope of work, or grant application.

### Focus 1 — Community Well-being, Partnerships, and Safety

| Action                                    | Description                                                                                                                                              | Timeline      | Budget                  | Lead / Partners                          |
|-------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------|---------------|-------------------------|------------------------------------------|
| 1.1 RCMP service coordination             | Re-engage with the RCMP detachment on bylaw service coordination, including expectations, response protocols, and information sharing.                   | 2027          | Existing                | CAO; RCMP                                |
| 1.2 Traffic & enforcement bylaw review    | Review the Village's traffic bylaw and related enforcement bylaws against current community priorities; bring recommendations to Council.                | 2027          | Existing + legal review | Council; CAO; Bylaw; legal               |
| 1.3 Advocacy: education quality           | Formal advocacy to the Government of Yukon (Department of Education) regarding the quality of schooling and education outcomes in Carmacks.              | Ongoing, 2027 | Existing                | Council; LSCFN (joint where appropriate) |
| 1.4 Community safety conversation         | Council-led discussion (with public input) on community safety priorities, to inform any further bylaw work.                                             | 2027          | Existing                | Council; CAO; LSCFN; Bylaw; RCMP         |
| 1.5 Advocacy: animal care and control     | Continuing to advocate for greater government support for animal care and control in Carmacks.                                                           | Ongoing, 2027 | Existing                | Council; LSCFN; CAO; Bylaw; YG           |
| 1.6 Enhance communication with residents  | Improving, renewing, and updating ways in which the Village shares information with the community to help keep residents better informed.                | Ongoing, 2026 | Existing                | Council; CAO; Admin                      |
| 1.7 Advocacy: YG health services building | Construction of a new YG building to replace deteriorating health clinic and provide adequate office space for YG to effectively deliver health services | Ongoing, 2026 | Existing                | Council; LSCFN; CAO                      |



## Focus 2 — Housing, Growth, and Economic Development

| Action                                                   | Description                                                                                                                                                                                          | Timeline                            | Budget                        | Lead / Partners                        |
|----------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------|-------------------------------|----------------------------------------|
| 2.1 Complete Housing Accelerator Fund (HAF) delivery     | Drive occupancy permits in 2027 to maximize HAF funding. Includes the current \$450K housing incentives program and any complementary measures (e.g., vacant lot tax review).                        | Through Dec 2027 (HAF deadline)     | HAF-funded                    | CAO; YG; Canada (HAF)                  |
| 2.2 HAF financial update & options                       | Request a financial update on remaining HAF funds; Council decision on options for the remaining balance, including a potential staff housing expansion.                                             | 2026                                | Existing                      | CAO; Finance                           |
| 2.3 Land access for non-landowners                       | Identify mechanisms (e.g., partnerships, infill, idle land taxation) to expand HAF participation given that no new municipal land is currently available.                                            | 2027                                | Existing / HAF                | CAO; YG; LSCFN                         |
| 2.4 OCP review and update                                | Complete the next review and update of the Official Community Plan, including any required amendments to support current Council priorities.                                                         | Initiate 2027; complete by end 2028 | Capital project; grant-funded | CAO; consultant; LSCFN; YG             |
| 2.5 Community Economic Development Plan                  | Develop and adopt a Community Economic Development Plan, with a strong tourism component (per OCP).                                                                                                  | 2027 – 2028                         | Grant-funded; TBD             | CAO; LSCFN; CDC; YG Ec. Dev.           |
| 2.6 Regional mining activity — formal stakeholder status | Pursue formal recognition of the Village as a stakeholder in proposed mining activity that may have an impact on the community. Request structured community engagement from the proponent.          | 2027 and ongoing                    | Existing                      | Mayor & Council; LSCFN                 |
| 2.7 MOU with LSCFN                                       | Develop a Memorandum of Understanding with Little Salmon/Carmacks First Nation on shared community and economic development priorities (including wastewater operations & infrastructure decisions). | 2027                                | Existing                      | Mayor & Council; LSCFN Chief & Council |

## Focus 3 — Financial Sustainability and Internal Capacity

| Action                                   | Description                                                                                                                                               | Timeline                       | Budget                  | Lead / Partners                      |
|------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------|-------------------------|--------------------------------------|
| 3.1 Recreation & Arena Operations Review | Complete an operations review of the Carmacks Recreation Complex and the Arena, addressing O&M costs, service levels, fees, and long-term sustainability. | Within 12 months (by mid-2027) | TBD (operating + grant) | CAO; Recreation Director; consultant |



| Action                                      | Description                                                                                                                                                              | Timeline                          | Budget                        | Lead / Partners                              |
|---------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------|-------------------------------|----------------------------------------------|
| 3.2 Long-term financial sustainability plan | Investigate and document the Village's long-term financial position, including the full lifecycle cost of new and existing assets, and options to grow the revenue base. | 2027 – 2028                       | TBD                           | CAO;<br>Finance; YG<br>Community<br>Services |
| 3.3 Staff training plan and budgets         | Build training and professional development budgets into each department's annual budget; develop a corporate training plan.                                             | Beginning<br>2027 budget<br>cycle | Built into<br>dept<br>budgets | CAO;<br>Department<br>Heads                  |
| 3.4 Staffing redundancy and resilience      | Develop an approach to redundancy in critical roles (cross-training, documentation, succession planning)                                                                 | 2027; ongoing                     | Operating                     | CAO; HR                                      |
| 3.5 Organizational review                   | Complete an organization-wide services and operations review. Recreation review (3.1) within 12 months; full organizational review within 18 months.                     | Org-wide<br>review by end<br>2028 | TBD                           | CAO;<br>consultant                           |
| 3.6 Departmental work plans                 | Each department to produce an annual work plan that flows from this Strategic Plan and feeds the annual budget.                                                          | Annually,<br>beginning<br>2027    | Existing                      | CAO;<br>Department<br>Heads                  |

## Focus 4 — Infrastructure and Asset Management

| Action                                      | Description                                                                                                                                                                                                                                                                                   | Timeline                                             | Budget                                     | Lead / Partners                       |
|---------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------|--------------------------------------------|---------------------------------------|
| 4.1 Sewage lagoon — formal Village position | Council to formally communicate to the Government of Yukon that the Village is not willing, at this time, to take on ownership and operation of a sewage lagoon, given outstanding questions about need, location (outside municipal boundary), legal exposure, and long-term sustainability. | Advocacy<br>letter Q1<br>2027; ongoing<br>engagement | Existing                                   | Mayor &<br>Council; YG                |
| 4.2 Increase Wastewater operator capacity   | Ensure at least two Village employees are trained as Level II Wastewater Treatment Operators. Train additional staff to Level I Wastewater Operator status to build redundancy.                                                                                                               | By mid-2027                                          | Operating<br>+ training<br>grants          | CAO; Public<br>Works                  |
| 4.3 Flood Mitigation Project                | Continue to advance the Flood Mitigation Project as a top community priority. Council's focus during this cycle is on public engagement and mitigation of community impacts. Explore how the project can also support other community priorities (e.g., trails, public realm,                 | Ongoing<br>through 2026<br>– 2029                    | Project-<br>funded<br>(~\$38M<br>envelope) | YG; Village;<br>LSCFN;<br>consultants |



| Action                                                                        | Description                                                                                                                                                                                                                 | Timeline                                                    | Budget               | Lead / Partners                                                      |
|-------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------|----------------------|----------------------------------------------------------------------|
|                                                                               | riverbank access).                                                                                                                                                                                                          |                                                             |                      |                                                                      |
| 4.4 Asset Management Policy and Plan                                          | Bring forward an updated Asset Management Policy and Plan for Council discussion; use it as the basis for capital planning and budgeting starting with the fall 2027 budget cycle. Include consideration of natural assets. | Policy to Council Q3 2027; Plan in use for fall 2027 budget | Existing + AM grants | CAO; Public Works; Finance                                           |
| 4.5 Advocacy: Explore options for increased energy security for the community | Work with partners to find solutions for local energy needs, to ensure adequate energy supply, especially during winter months.                                                                                             | Ongoing                                                     | Existing             | Council; CAO; Public Works; Finance; LSCFN; CDC; YG; Gov't of Canada |

## 6. Implementation

Adoption of this Strategic Plan is the starting point, not the finish line. Council and administration commit to the following implementation mechanisms:

### Annual planning and reporting cycle

- Q4 each year — Council reviews progress against the Strategic Plan and provides direction on priorities for the coming year, ahead of budget finalization.
- Q1 each year — Administration finalizes departmental work plans aligned with this Plan and the approved budget.
- Mid-year (Q2/Q3) — Administration provides Council with a written progress report against the action items in this Plan.
- End of Plan period (2029) — Council undertakes a full review and develops the next Strategic Plan.

### Roles and accountability

- Mayor and Council: Set strategic direction; lead advocacy with YG, Canada, LSCFN, and industry; approve budgets and major policy items.
- Chief Administrative Officer (CAO): Overall accountability for delivering the Plan; reports to Council on progress; ensures alignment between budgets, work plans, and the Plan.
- Department Heads: Translate strategic actions into annual work plans, manage delivery, and identify risks early.



- Partners (LSCFN, YG, Canada, RCMP, industry, community organizations): Co-deliver actions where shared interests and authorities exist.

## **Funding strategy**

Most actions in this Plan will be delivered through one of three funding streams: existing operating budgets; targeted grant funding (federal and territorial); and project-based funding tied to specific initiatives (e.g., HAF, flood mitigation). Council will use the Asset Management Plan (Action 4.5) and the long-term financial sustainability work (Action 3.2) to make sure that capital decisions reflect full-lifecycle costs.

## **Risk management**

Council recognizes the principal risks to delivery as: limited internal staff capacity; reliance on senior government funding decisions; the pace and scope of regional mining activity such as the Casino Mining Project; and the resolution of the sewage lagoon question. Each is addressed by a specific action in this Plan.



## 7. Legislative Agenda

---

Delivering this Strategic Plan will require Council to bring forward a number of bylaws and policies for creation, amendment, or review over the 2026 – 2029 period. The legislative agenda below is preliminary and will be refined as each action is scoped; not every item will necessarily proceed to a bylaw or policy amendment.

### Community safety and bylaw enforcement

Council will undertake a focused review of the Village's Traffic Bylaw, Bylaw Enforcement Bylaw, and the Animal Care and Control Bylaw. The intent is to align these instruments with current community priorities and with the renewed service coordination work with the RCMP (Actions 1.1 and 1.2).

### Housing, land, and development

A cluster of housing- and land-related initiatives will be reviewed to support the conclusion of the Housing Accelerator Fund and the broader housing strategy. This includes the Housing Development Grant Policy, the Idle Land Taxation and Disincentives policy, and the Development Incentives Policy.

The Official Community Plan (Bylaw #272-21) is due for a statutory review under the Municipal Act, with consequential amendments to the Zoning Bylaw required within two years of any OCP update (Action 2.4).

### Asset management and financial sustainability

Two foundational documents will come forward together: a new Asset Management Policy and a corresponding updated Asset Management Plan, both of which will include consideration of natural assets and will form the basis of capital planning and budgeting starting with the fall 2027 cycle (Action 4.5). A Council-adopted Long-term Financial Sustainability Policy or Plan will accompany the financial sustainability work in Action 3.2.

### Organizational capacity

Internal policies will be updated to reflect Council's strategic focus on capacity-building. This includes a new or updated Training and Development Policy (Actions 3.3 and 3.4) embedding departmental training budgets and succession planning, and a review of organizational structure and HR policies as an outcome of the organizational review (Action 3.5).

A consolidated list of all bylaws and policies on the legislative agenda, including current status, the action required, and the linked strategic action, is provided in: **Appendix B: Legislative Agenda — Bylaws and Policies.**



## **8. Council Advocacy Agenda**

---

The Village of Carmacks cannot deliver this Strategic Plan alone. Many of the most important issues facing the community are shaped by decisions made by the Government of Yukon, the Government of Canada, Little Salmon/Carmacks First Nation, regulators, and project proponents. The Advocacy Agenda sets out the issues on which Council intends to actively engage on behalf of residents over the 2026 – 2029 period.

Council will be guided by four principles: speak with one voice; partner with LSCFN where shared priorities strengthen the ask; be clear about what is being asked for, not just what is of concern; and be persistent. Many of these files will take years and consistent, respectful pressure is the strategy.

### **Infrastructure and core services**

Council's most prominent infrastructure-related advocacy concerns the sewage lagoon. The Village is not willing, at this time, to take ownership and operation of a sewage lagoon, and is asking the Yukon Government to confirm whether the facility is required, clarify its proposed location (currently outside the municipal boundary), address the legal exposure to the Village, and present a long-term sustainability model that does not transfer unfunded liability onto local ratepayers. In parallel, Council will continue working with YG on inflow and infiltration issues in the wastewater collection system and on moving the new Public Works building from planning to construction. Council also continues to advocate for YG to address priority landscape hazards affecting the community, carried forward from the 2021 OCP.

### **Flood mitigation**

The Flood Mitigation Project (approximately a \$38-million envelope) remains a top advocacy priority with both the Government of Yukon and the Government of Canada. Council's focus is on robust public engagement, mitigating impacts to the community, and exploring how the project can also support other community priorities such as riverbank access, trails, and the public realm.

### **Regional mining activity**

Council is seeking formal recognition of the Village as a stakeholder in regional mining activity which may have an impact on the community. The Casino Mining Project is a key example. The asks of the proponents and of senior governments are clear: structured community engagement, a community benefits framework, and explicit consideration of the impacts on housing, traffic, municipal services, and workforce in Carmacks that is projected for each project. The proposed Carmacks bypass and the road to Casino are tied to this file; Council will continue to engage with YG Highways and Public Works on highway corridor function, community safety, and economic opportunity.



## **Land, housing, and the Village Hub**

Council has seen limited Yukon Government engagement on developing serviced and un-serviced lots to meet the community's 3 – 5 year needs, and the supply of commercial and industrial land is a significant concern given the Casino Mining Project. Council is asking for active YG engagement on land release and servicing. Council also continues to advocate for YG to advance decommissioning and remediation of the former Highways yard so the Village Hub master plan (OCP Big Move #1) can move forward, and the Village remains interested in advancing a Yukon-led feasibility analysis for boundary expansion.

## **Quality of education**

Council will undertake formal advocacy with the Yukon Government's Department of Education for improvements to the quality of schooling and education outcomes in Carmacks, pursued jointly with Little Salmon/Carmacks First Nation where appropriate.

## **Community safety and municipal sustainability**

Council will pursue strengthened service coordination, response expectations, and information sharing with the RCMP detachment serving Carmacks, working with M Division and the Yukon Government's Department of Justice. At a system level, Council will advocate — individually and through the Association of Yukon Communities — for fiscal arrangements that recognize the operating cost realities of small Yukon municipalities, including newly completed infrastructure such as the Carmacks Arena and service populations that extend beyond the tax base.

A consolidated list of Council's advocacy priorities is provided in ***Appendix C: Council Advocacy Priorities***.



## 9. Integration with Staff Work Planning

---

This Strategic Plan is intended to be the anchor document for how administration plans its work. Council and the CAO have agreed to the following integration approach:

- **Departmental work plans.** Within 90 days of Council adopting this Strategic Plan, each department will produce a one-page annual work plan identifying which Strategic Plan actions it is leading or supporting, key deliverables and milestones, resource needs, and dependencies on other departments, LSCFN, YG, or partners.
- **Budget alignment.** The annual budget process will explicitly cross-reference Strategic Plan actions and departmental work plans. The CAO will provide Council with a budget narrative showing which actions are funded, which are deferred, and why.
- **Training and succession.** In line with Actions 3.3 and 3.4, each work plan will include a budgeted training plan, and every critical role must have an identified backup or cross-trained colleague by the end of 2027.
- **Progress reporting.** The CAO will provide Council with a brief written progress update at least twice annually, structured around the four focus areas. Where actions are off-track, the report will say so plainly and propose a path forward.
- **Performance conversations.** Annual performance conversations with the CAO and department heads will reference progress against Strategic Plan actions, alongside operational performance.

### In short

The Strategic Plan drives the work plan. The work plan drives the budget. The budget drives delivery. And delivery is reported back to Council.

## SUMMARY: What Success Looks Like

By 2029, Council aims for Carmacks to be:

- Better prepared for growth associated with major regional development;
- Financially stronger and more resilient;
- Better positioned to maintain municipal infrastructure;
- More collaborative with Little Salmon/Carmacks First Nation;
- More attractive for housing and business investment;
- Better equipped to deliver quality municipal services.



## Appendix A: 2021 OCP Implementation Progress

The table below provides an action-by-action progress summary for the 2021 Official Community Plan Implementation Workplan (Bylaw #272-21). It reflects administration's most recent review and is the source material for the narrative in Section 3.

| Big Moves                                                                      |             |                                                                                                          |
|--------------------------------------------------------------------------------|-------------|----------------------------------------------------------------------------------------------------------|
| OCP Action                                                                     | Status      | Update / Notes                                                                                           |
| Big Move #1: Village Hub — Commission and implement a site master plan         | In Progress | Land is still held by Yukon Government. The Village will continue to advocate for movement on this file. |
| Big Move #2: Work with YG to subdivide larger lots                             | Complete    | Subdivision work completed with YG.                                                                      |
| Big Move #2: Feasibility study for piped/trucked water system in main townsite | Complete    | Study completed; system determined not feasible at this time.                                            |
| Big Move #2: Pursue redevelopment of firehall/pool site                        | Complete    | Municipality is actively using these buildings and has no redevelopment plans at this time.              |
| Big Move #3: Develop/improve active transportation paths                       | In Progress | Carried forward into this Strategic Plan as a Trail Mapping and Signage Review Initiative.               |
| Big Move #3: Develop/improve recreational/nature trails                        | In Progress | Carried forward into this Strategic Plan as a Trail Mapping and Signage Review Initiative.               |

| Future Land Use & Development                                                       |             |                                                                                                                                                           |
|-------------------------------------------------------------------------------------|-------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------|
| OCP Action                                                                          | Status      | Update / Notes                                                                                                                                            |
| Work with YG to develop serviced and un-serviced lots to meet 3 – 5 year needs      | In Progress | Limited engagement to date from YG. Commercial/industrial land for development is also a concern. Carried forward as a Council advocacy item (Section 8). |
| Work with YG and/or LSCFN to identify lands for longer-term residential development | In Progress | LSCFN is leading its own land development. Village to continue coordinating.                                                                              |
| Work with YG and LSCFN to explore opportunities to utilize Settlement Lands         | In Progress | LSCFN is leading its own land development.                                                                                                                |



| Housing                                         |             |                                                                                  |
|-------------------------------------------------|-------------|----------------------------------------------------------------------------------|
| OCP Action                                      | Status      | Update / Notes                                                                   |
| Update regulations/policy to allow tiny homes   | Complete    | No longer relevant in current form.                                              |
| Conduct business case for staff housing program | Complete    | Business case completed. Implementation linked to HAF (Section 5, Action 2.2).   |
| Review development incentives policy            | In Progress | Carried forward into this Strategic Plan and the Legislative Agenda (Section 7). |

| Urban Form & Structure                                       |             |                                                                                    |
|--------------------------------------------------------------|-------------|------------------------------------------------------------------------------------|
| OCP Action                                                   | Status      | Update / Notes                                                                     |
| Work with YG and businesses on highway corridor improvements | Ongoing     | Focus is on the proposed Carmacks bypass and the road to the proposed Casino Mine. |
| Develop/improve active transportation routes                 | In Progress | Will be part of the trail mapping exercise under Big Move #3.                      |

| Community Wellness                                                         |             |                                                                                                                     |
|----------------------------------------------------------------------------|-------------|---------------------------------------------------------------------------------------------------------------------|
| OCP Action                                                                 | Status      | Update / Notes                                                                                                      |
| Continue to facilitate inter-agency collaboration through regular meetings | In Progress | Council would like to see inter-agency meetings re-established. Carried forward into this Strategic Plan (Focus 1). |
| Continue to pursue wellness funding and programming                        | Ongoing     | Funding is applied for as it becomes available.                                                                     |

| Local Economy                                                                |             |                                                                                                                 |
|------------------------------------------------------------------------------|-------------|-----------------------------------------------------------------------------------------------------------------|
| OCP Action                                                                   | Status      | Update / Notes                                                                                                  |
| Develop a community economic participation policy for major projects         | Complete    | Determined not relevant in original form. Replaced by current advocacy on regional mining activity (Section 8). |
| Develop and implement a visitor tracking/survey program                      | Complete    | Determined not relevant.                                                                                        |
| Include commercial spaces into Hub master plan (Big Move #1)                 | In Progress | YG is the lead. Tied to overall Village Hub timing.                                                             |
| Explore partnership agreements with LSCFN / Carmacks Development Corporation | In Progress | Carried forward into this Strategic Plan (Focus 2).                                                             |
| Develop a community economic development plan                                | In Progress | Carried forward into this Strategic Plan (Focus 2, Action 2.5).                                                 |



| Community Services & Infrastructure                                |             |                                                                                                            |
|--------------------------------------------------------------------|-------------|------------------------------------------------------------------------------------------------------------|
| OCP Action                                                         | Status      | Update / Notes                                                                                             |
| Build new emergency response centre and Public Works building      | In Progress | Emergency Response Centre is complete. Public Works building is in planning phases.                        |
| Make improvements to solid waste facility                          | Complete    | Transitioned to a regional solid waste facility, including scales, gate control, and a landfill attendant. |
| Complete and implement asset management planning                   | Complete    | Asset Management Plan is complete and updated on a yearly cycle.                                           |
| Feasibility study for piped/trucked water system                   | Complete    | Determined not feasible at this time.                                                                      |
| Transition municipal wastewater system to a new lagoon             | In Progress | Now a major Council strategic priority and advocacy item (Sections 5 and 8).                               |
| Upgrade the stormwater system                                      | Complete    | Upgrades completed. The Flood and Risk Mitigation Project will further enhance this.                       |
| Address inflow/infiltration issues in wastewater collection system | In Progress | Continuing to work with YG on this issue.                                                                  |

| Sustainability & Resiliency                                     |             |                                                         |
|-----------------------------------------------------------------|-------------|---------------------------------------------------------|
| OCP Action                                                      | Status      | Update / Notes                                          |
| Retrofit Village buildings for improved energy efficiency       | Complete    | Retrofits completed at a variety of Village facilities. |
| Transition a portion of the municipal vehicle fleet to electric | Complete    | Reviewed; not a priority at this time.                  |
| Explore feasibility of a district biomass system                | Complete    | Reviewed; not feasible at this time.                    |
| Install fast charging station (Big Move #1)                     | Complete    | Charging station installed.                             |
| Develop a community emergency plan in partnership with LSCFN    | In Progress | Planning and development is in progress.                |
| Advocate for YG to address landscape hazards                    | In Progress | Carried forward as a Council advocacy item (Section 8). |



## Arts, Heritage & Culture

| OCP Action                                                                 | Status      | Update / Notes                                                                                      |
|----------------------------------------------------------------------------|-------------|-----------------------------------------------------------------------------------------------------|
| Assess Village's built heritage assets; capital and maintenance plan       | In Progress | Incorporated into Council's Asset Management and capital planning processes.                        |
| Recognize Northern Tutchone culture in public spaces (incl. Highways yard) | In Progress | LSCFN is leading this work and exploring the feasibility of building a cultural centre in Carmacks. |
| Display more arts and culture at the Visitor Information Centre            | In Progress | Will revisit with LSCFN in the future.                                                              |

## Financial Management

| OCP Action                                                               | Status      | Update / Notes                                                                                                                              |
|--------------------------------------------------------------------------|-------------|---------------------------------------------------------------------------------------------------------------------------------------------|
| Financial analysis of services to determine subsidy levels and user fees | In Progress | Council and staff will develop a financial sustainability plan starting with the Arena. Carried forward into this Strategic Plan (Focus 3). |
| Feasibility analysis for boundary expansion                              | In Progress | YG leads this issue. Remains of interest to Council.                                                                                        |



## Appendix B: Legislative Agenda — Bylaws and Policies

The table below consolidates all bylaws and policies that Council expects to create, amend, or review over the 2026 – 2029 period in support of this Strategic Plan. It is the source material for the narrative in Section 7 and will be refined as each item is scoped.

| Bylaw / Policy                                   | Action Required     | Notes & Linked Strategic Action                                                                                                                 |
|--------------------------------------------------|---------------------|-------------------------------------------------------------------------------------------------------------------------------------------------|
| Traffic Bylaw                                    | Review / Amend      | Linked to Action 1.2. Update to reflect current community priorities.                                                                           |
| Bylaw Enforcement / Related Bylaws               | Review              | Linked to Actions 1.1 and 1.2. Includes alignment with RCMP service coordination.                                                               |
| Animal Care and Control Bylaw                    | Review              | Identified in the Council session agenda; scope and timing TBD.                                                                                 |
| Housing Development Grant Policy                 | Maintain / Adjust   | Linked to Action 2.1. Ensure alignment with HAF outcomes and any successor program.                                                             |
| Idle Land Taxation & Disincentives               | Review / Strengthen | Linked to Actions 2.1 and 2.3. Consider increase to vacant lot tax to support HAF objectives.                                                   |
| Development Incentives Policy                    | Review              | Linked to OCP Housing actions; supports Actions 2.1 – 2.3.                                                                                      |
| Staff Housing Policy / Program                   | New                 | Linked to Actions 2.2 and 3.4. Subject to financial update on remaining HAF funds.                                                              |
| Official Community Plan (Bylaw #272-21)          | Review / Update     | Linked to Action 2.4. Statutory review under the Municipal Act.                                                                                 |
| Zoning Bylaw                                     | Amend post-OCP      | Required to conform with any amended OCP under s. 282 of the Municipal Act.                                                                     |
| Community Economic Participation Policy          | New                 | Linked to Actions 2.5 and 2.6. Required condition for development permits for major projects (per OCP).                                         |
| Asset Management Policy                          | Review / Update     | Linked to Action 4.5. Foundation for capital planning, including natural assets. Review of existing Policy developed in 2024.                   |
| Asset Management Plan                            | Review / Update     | Linked to Action 4.5. Operational document that will be built on an updated Asset Management Policy. Review of existing Plan developed in 2022. |
| Long-term Financial Sustainability Policy / Plan | New                 | Linked to Action 3.2. May not require a bylaw but should be a Council-adopted policy.                                                           |
| Training & Development Policy                    | New / Update        | Linked to Actions 3.3 and 3.4. Departmental training budgets and succession planning.                                                           |
| Organizational Structure / HR Policies           | Review              | Linked to Action 3.5. Outcome of the organizational review.                                                                                     |



## Appendix C: Council Advocacy Priorities

The table below consolidates Council's advocacy priorities for the 2026 – 2029 period. It is the source material for the narrative in Section 8 and is intended as a working reference for correspondence, AYC engagement, and meetings with Ministers, officials, partners, and project proponents.

| Issue                                                      | Audience                                            | Council's Position / Ask                                                                                                                                                                                                                                                                                                                                         |
|------------------------------------------------------------|-----------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Sewage lagoon ownership and operation</b>               | Government of Yukon (Community Services)            | The Village is not willing, at this time, to take ownership and operation of a sewage lagoon. Confirmation is needed on whether the facility is required, its proposed location (currently outside the municipal boundary), legal exposure to the Village, and a long-term sustainability model that does not transfer unfunded liability onto local ratepayers. |
| <b>Regional mining activity — stakeholder status</b>       | Project proponents; YG; Canada (federal regulators) | Carmacks must be formally recognized as a stakeholder in major projects that could impact the community, such as the proposed Casino Mine. Council is asking for structured community engagement from the proponents, a community benefits framework, and consideration of impacts on housing, traffic, municipal services, and workforce.                       |
| <b>Flood mitigation</b>                                    | Government of Yukon; Government of Canada           | Continue to advance the Flood Mitigation Project (~\$38M envelope) as a top priority. Council's focus is on robust public engagement, mitigating impacts to the community, and exploring how the project can also support other community priorities (e.g., riverbank access, trails, public realm).                                                             |
| <b>Quality of education in Carmacks</b>                    | Yukon Government (Department of Education)          | Formal advocacy for improvements to the quality of schooling and education outcomes in Carmacks, pursued jointly with LSCFN where appropriate.                                                                                                                                                                                                                   |
| <b>Residential, commercial, and industrial land supply</b> | Government of Yukon (Lands Branch)                  | Council has seen limited YG engagement on developing serviced and un-serviced lots to meet 3 – 5 year needs. Commercial/industrial land supply is also a significant concern given the proposed Casino Mining Project. Council is asking for active YG engagement on land release and servicing.                                                                 |
| <b>Village Hub (former Highways yard)</b>                  | Government of Yukon                                 | Advance decommissioning and remediation of the former Highways yard so the Village Hub master plan (OCP Big Move #1) can move forward.                                                                                                                                                                                                                           |
| <b>Public Works building</b>                               | Government of Yukon                                 | Move the planning of a new Public Works building forward to construction.                                                                                                                                                                                                                                                                                        |
| <b>Landscape hazards</b>                                   | Government of Yukon                                 | Continue to advocate for YG to address priority landscape hazards affecting the community (carried forward from the 2021 OCP).                                                                                                                                                                                                                                   |



| Issue                                                                  | Audience                                                 | Council's Position / Ask                                                                                                                                                                                                                                         |
|------------------------------------------------------------------------|----------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Boundary expansion feasibility</b>                                  | Government of Yukon                                      | YG leads this file. The Village remains interested in advancing a feasibility analysis for boundary expansion.                                                                                                                                                   |
| <b>Inflow / infiltration in the wastewater collection system</b>       | Government of Yukon                                      | Continue working with YG to address inflow and infiltration issues in the wastewater collection system.                                                                                                                                                          |
| <b>Municipal financial sustainability</b>                              | Government of Yukon;<br>Association of Yukon Communities | Advocate for fiscal arrangements that recognize the operating cost realities of small Yukon municipalities, including new and recently completed infrastructure (e.g., the Carmacks Recreation Complex) and service populations that extend beyond the tax base. |
| <b>RCMP service coordination</b>                                       | RCMP (M Division); Yukon Government (Justice)            | Strengthen service coordination, response expectations, and information sharing between the Village and the RCMP detachment serving Carmacks.                                                                                                                    |
| <b>Bypass road and road to the proposed Casino Mine</b>                | Government of Yukon (Highways and Public Works)          | Continued engagement on the proposed Carmacks bypass and road to the proposed Casino Mine, including effects on highway corridor function, community safety, and economic opportunity.                                                                           |
| <b>Animal care and control</b>                                         | Government of Yukon                                      | Continuing to advocate for greater government support for animal care and control in Carmacks.                                                                                                                                                                   |
| <b>Explore options for increased energy security for the community</b> | Government of Yukon                                      | Work with partners to find solutions for local energy needs, to ensure adequate energy supply, especially during winter months.                                                                                                                                  |
| <b>YG Health Services Building</b>                                     | Government of Yukon                                      | Construction of a new YG building to replace deteriorating health clinic and provide adequate office space for YG to effectively deliver health services                                                                                                         |