



FOREVER

FARO

VOLUME 1

**INTEGRATED COMMUNITY
SUSTAINABILITY PLAN
2013**



Prepared by

CENTRE *for*
SUSTAINABILITY
WHISTLER

A vision without a plan is just a dream. A plan without a vision is just drudgery. But a vision with a plan can change the world.

– Old proverb



Faro will be an attractive, sustainable, economically viable and united community.

– Faro Vision Statement

Nestled in the vast Yukon wilderness, residents of Faro enjoy a close knit community, breathtaking beauty, clean air and water, peace and serenity, and so much more. [Forever Faro](#) paints the picture of Faro's future – a vision for the

community as articulated by residents. It also provides direction for how to move forward toward the future. We hope you will share and contribute to the vision, helping Faro last forever into the future.



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1. GUIDE TO FOREVER FARO

Forever Faro is a three-volume plan comprising Faro’s updated Integrated Community Sustainability Plan (ICSP), updated OCP, and corporate strategic plan. It provides the high-level guide to inform decision-making, action planning and implementation in Faro for the next ten years. It was developed through a comprehensive and streamlined approach of engaging the community in creating a vision for the future and then immediately integrating that vision into other policies and plans to ensure implementation.



Forever Faro Volume 1: the Integrated Community Sustainability Plan (ICSP)

The ICSP includes the vision¹ for Faro’s future that was developed by and for the community in 2013. It also includes the high level courses of action (Strategic Directions) for implementation that were prioritized by participants. The vision was used to inform the 2013 OCP alignment and the development of the Town of Faro Strategic Plan.

The ICSP is not just a municipal government plan – it can and should ideally also guide planning and actions undertaken by Faro residents and businesses. It can be used by anyone interested in contributing to the success and sustainability of Faro by informing decisions at any level and anywhere – from purchasing decisions at home to strategic planning at work. *Please join the journey toward Forever Faro.*

Forever Faro Volume 2: the Official Community Plan (OCP)

The 2013 OCP sets out the broad policies that will guide the Town of Faro in achieving the vision for the future of the community. The OCP policies have been aligned with the Forever Faro vision, including the ICSP Goals and Descriptions of Success, which are included at the beginning of each OCP policy chapter.

Forever Faro Volume 3: the Town of Faro’s Corporate Strategic Plan

The Corporate Strategic Plan consists of the municipal Strategic Directions and Actions prioritized for implementation by the Town over the next few years. The Strategic Directions and Actions were identified by Council and staff who were guided by the ICSP Goals and Descriptions of Success. The 2013 OCP was also used to inform the final Strategic Directions and Actions.

¹ The Forever Faro vision is comprised of the Goals, Strategic Directions and Sustainability Objectives developed and confirmed through the ICSP development process undertaken in 2013.

The Forever Faro Framework



2. ACKNOWLEDGEMENTS

The Forever Faro ICSP was developed by the community. The Town of Faro would like to acknowledge and thank all those who participated in the process through surveys, public meetings, focus groups and other ways. Their contributions provided invaluable information, inspiration and input throughout the process.

Forever Faro Advisory Committee

The Forever Faro Advisory Committee (AC) was the advisory team for the project, the “eyes and ears” of the community, and its members represented the community’s interests in the project. The AC provided input on public

engagement opportunities; assisted in the development of the community’s vision (including Goals and Description of Success); provided input on the strengths, weaknesses, opportunities and threats (SWOT) analysis and indicators; and identified the recommended strategic directions.

The AC worked closely with the Whistler Centre for Sustainability team and Town of Faro on the project.

Thanks to the team members for all their hard work, time and commitment to Faro’s future.

The Forever Faro AC members are:

Community Members:

Diana Rogerson
Michel Dupont
Cyndy Bekk
Gerald McCool
Julia Salo
Michelle Vainio
Phyllis Shaw
Sheila Dodd
Robert Wills

Mayor and Council:

Heather Campbell
Harold Boehm
Debbie Carreau
Heather Grantham

Administration:

Tom Lie
Erica Ward
Lenka Klauserova
Jim McLachlan
Tina Freake



3. INTRODUCTION

What is the Forever Faro ICSP?

The Forever Faro Integrated Community Sustainability Plan (ICSP) is the vision, plan and process for the success of the community to the year 2023, and a way to position our town to achieve sustainability in the longer-term.

It articulates Faro’s shared vision for a successful and sustainable future, answering the question: “Where do we want to go?” It includes Strategic Directions for implementation (i.e., how Faro will move toward the vision), as well as indicators to track progress along the way.

Forever Faro is the community’s highest level policy – with a practical decision-making framework that can be applied to all levels of decisions and all types of other plans, policies and programs (see Appendix D).

Simply put, Forever Faro includes:

- The articulation of the community’s vision in 10 years, positioning Faro for success and sustainability in the future;
- Strategic Directions to move Faro toward the vision;
- Indicators to monitor progress; and
- An annual process for ongoing implementation, alignment and continuous improvement.

Why create a community-wide vision?

Visions are an effective way of bringing people together and finding common ground since they are high level pictures of the desired future and most people can agree on creating such things as local economic prosperity and diversity, strong

social connections and environmental health. With this shared vision of the future and an understanding of the current situation, the community can come together to move forward, using limited community resources more efficiently and effectively with aligned purpose.

How exactly we choose to move forward in Faro is then up for discussion, but the non-prescriptive, outcome-oriented nature of our vision for success and sustainability is beneficial because it provides us with the flexibility to choose the best path forward for the community. We can change the actions we take to respond to and proactively address the challenges and opportunities that arise during the long-term journey toward our vision, which is held relatively constant 10 years in the future.

The vision can also be used to inspire action, and by articulating the ideal picture of our community ten years from now, the vision will hopefully also help to attract new residents and businesses who want to be part of that picture.

Finally, the Forever Faro vision is comprehensive, meaning that it covers all aspects of the town at a high level. It is also scalable, in that it can be applied to all types of decisions, from strategic planning to daily purchasing choices. The benefit of its comprehensiveness and scalability is that it provides all types of decision-makers with one lens that can be consistently applied for discussing and making decisions.

Who is responsible for Forever Faro?

Achieving continued success and long-term sustainability for Faro will require commitment and contributions from citizens, stakeholders and partners. We invite you to join us as we begin the journey toward Forever Faro.

We encourage you to get involved and contribute to Forever Faro. After reading this document, consider how you can shift your approach at home or work to help support the articulated future. When major or minor decisions are being made in the community,

refer to this document to assess how well it fits or does not fit with what is described, consider how things can be improved to better support the outcomes articulated in this document. (See Appendix D: Next Steps and Implementation on page 31 for more information on implementing Forever Faro.)

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Why success and sustainability?

Achieving success and sustainability will be a long-term journey – not something that can be accomplished overnight.

Experience has shown that a major barrier to people's commitment to sustainability is their concern that sustainability will negatively impact the economy and the quality of their lives. While sustainability will require less resource consumption and waste, the goal is also to be successful – to have a strong, healthy economy and to enable a high quality of life for everyone.

The Forever Faro process is about envisioning a successful and sustainable future for our community and creating it together. To reach a positive future, we know that **the vision and the activities needed to get there must be desirable in order to create the human energy** required for implementation. Faro's success is defined by the community and reflects what the community wants the social, economic and environmental aspects of the community to look, feel and be like in the future. Sustainability then, is about ensuring that this future can continue forever within the constraints imposed on our planet and its finite resources.

How were community members involved in the creation of Forever Faro?

- **An Advisory Committee (AC)** was created to work closely with the Town and consultant on developing the content for Forever Faro.
- **Goals and Description of Success (DOS)** were developed with public input through an online survey, focus groups and a public event. An iterative review and refinement process with the AC as well as a review of background documents and best practices also informed their development.
- **Faro's strengths, weaknesses, opportunities and threats (SWOT)** were identified based on public survey information, a review of background and online information, and then reviewed and refined by the AC.
- **Strategic Directions** were identified, prioritized and refined by the AC.
- **Indicators** to measure performance related to the Goals were developed, taking into account the availability and ease of collecting the data. The indicators were then reviewed by the AC.
- **Next Steps** for ongoing implementation and continuous improvement were identified.

4. FARO TODAY

Credit: Town of Faro website

The Town of Faro is tucked away in a mountainous setting in the Tintina Valley, in the overwhelming wilderness of the Campbell Region between the Hess Mountains and the Pelly Mountains, in the Central-South Eastern Region of the Yukon.

Faro is a tranquil place where visitors and prospective residents alike find a warm welcome and old-fashioned hospitality. Its abundance of clear blue lakes, mountain ranges, winding rivers and lush green valleys make the Faro Region a year-round playground for the outdoor enthusiast. Faro is an ideal base for wildlife viewing, as it is situated in one of the most densely concentrated wildlife areas in North America.

The community of Faro offers a lifestyle that has attracted people from around the globe, and some of them now call Faro home. This community of free-spirited individuals, entrepreneurs and artists continues to create new opportunities and enhance the community. The well-developed municipal infrastructure of Faro is complemented with an affordable housing market situation. Faro offers a wide range of opportunities for individuals looking for that special place to settle down or to have a great holiday.



5. FARO YESTERDAY

Faro is located within the traditional territory of the Ross River Dena Council, in an area that continues to be a prime moose-hunting spot. The language originally spoken by the people of this First Nation was mainly Kaska, although a number of the First Nation's citizens are Slavey speakers.

In 1953, the claims that eventually became the Faro mine were staked. Construction of the town site was started in 1968 and was named "Faro" for the gambling card game of the same name.



Playing Faro in an Arizona Saloon in 1895

The Cyprus Anvil mine opened officially in 1969 and by this time there were a number of houses built and ready for occupancy. Then disaster struck. On Friday June 13th, 1969, a forest fire swept through the newly built town destroying all the houses except a handful. Undaunted, the Cyprus Anvil Mining Corporation and residents cleared the debris and rebuilt the town. The mine quickly became the largest private sector

employer in the Yukon. At that time, it represented well over a third of the economy of the territory, and by the mid 1970's was the largest lead/zinc mine in Canada. For a brief period, it was the largest operating open-pit lead/zinc mine in the world.

As the mine expanded over the years, the population of Faro grew from approximately 800 in 1970 to its high of nearly 2800 in 1981, during an extensive mine expansion period. Due to the fact that the mine itself was such a tenuous thing relying on world ore prices for profitability, the population went up and down depending on the mine situation: Faro reached its population low in 2000 at 250 residents.

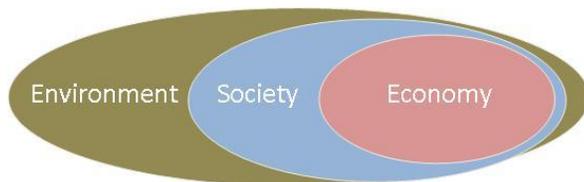
For a variety of reasons, Cyprus Anvil was forced to cease operations in 1984. The mine changed hands twice following Cyprus Anvil's closure, and in 1986, Curragh Resources was formed and resumed operations on the site. Curragh continued mining until the mid-1990's but due to world metal prices, and the Westray disaster, Curragh was forced to declare bankruptcy, and the mine closed again in 1993/94. Anvil Range Mining re-opened the mine in 1995, and operated it until 1997 when it was closed permanently. The mine reclamation process is now underway.

6. SUSTAINABILITY DEFINED

There is a multitude of manners in which to define sustainability or sustainable development. The United Nations Brundtland Commission, in the 1987 report, *Our Common Future*, introduced the term sustainable development as *“development that meets the needs of the present without compromising the ability of future generations to meet their own needs.”*

This definition helped achieve global consensus that meeting the needs of current and future generations is absolutely dependent upon the health and viability of three completely interconnected systems:

1. the natural environment, which provides the services and finite resources that enable society and the economy to function;
2. society, which is sustained by the life-providing services of the natural environment, including air to breathe, water to drink and soil to grow food; and
3. the economy, which is governed by the rules of the other two and is dependent upon human labour and natural resources to thrive.



The Brundtland definition is certainly compelling, and it articulates the overall intent of the concept of sustainability; however additional detail is needed to more concretely identify the ultimate objectives that must be achieved to create a sustainable future. See Our Sustainability Objectives in the next section to learn more about how Faro will move toward a future that is sustainable.

For more about sustainability, including what it means, why it's important and what is necessary to achieve it, please see Appendix E: The Natural Step Framework on page 36.

Can we afford to think about sustainability issues? Should we not concentrate our efforts on more pressing economic challenges?

Sustainability planning is not about choosing between economic, environmental and social issues. Rather, it is about making smart decisions today to achieve all three in the future. Sustainability includes short and long-term economic success, which is essential to achieve our social and environmental objectives.

We cannot afford to lose sight of environmental or social issues. Our futures are intricately tied to the ability of natural systems to function.

7. OUR SUSTAINABILITY OBJECTIVES

Faro’s Sustainability Objectives, based on the Natural Step principles for sustainability, help shift sustainability from something abstract that we want, to something concrete that we can plan for and manage. They can then be used as a filter or lens to guide planning and decision-making, whether for internal, day-to-day decisions, or longer-term strategic direction.

These objectives are based on a **scientific approach to sustainability**. They are concrete and non-overlapping to **simplify strategic planning**, focus on **root causes** of issues, specific yet **non-prescriptive**. Taken together they describe the four basic directions for any organization, community or activity to operate in a sustainable manner.

The Natural Step has been in use for about 20 years, during which time governments, corporations and individuals have used the principles to quickly create a **shared language** and integrate it into visions and Strategic Directions.

The four Sustainability Objectives below can effectively guide us through a world of multi-dimensional environmental, social and economic issues that can affect our success.

Not every action toward a desirable successful community will meet all four sustainability objectives today, but over time, we need to create conditions where they ultimately do. See Tradeoffs on the next page.

For more information about the Natural Step framework, see Appendix E.

Faro’s Sustainability Objectives are to reduce and eventually eliminate our contribution to:

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|  <p>Socio-cultural and economic conditions that undermine people’s ability to meet their basic needs.</p> |  <p>The ongoing physical degradation of nature.</p> |
| <p>This generally means favouring activities that support:</p> <ul style="list-style-type: none"> • Safe, vibrant working and living conditions • Inclusive and transparent decision-making • Political freedoms • Affordable products and services; sufficient resources for livelihood | <p>This generally means favouring activities that support:</p> <ul style="list-style-type: none"> • Materials and energy from well-managed ecosystems • Re-usable, recyclable and recycled content • Fast-growing crops (bamboo etc.) • Use of previously developed lands |
|  <p>The ongoing build-up of synthetic materials produced by society.</p> |  <p>The ongoing build-up of materials extracted from the earth’s crust.</p> |
| <p>This generally means favouring activities that support:</p> <ul style="list-style-type: none"> • Natural, biodegradable materials (glass wood, cotton, water-based etc.) • Materials that are managed in tight technical cycles • Organically grown, untreated • Re-usable, recyclable and recycled content materials | <p>This generally means favouring activities that support:</p> <ul style="list-style-type: none"> • Energy efficiency • Renewable energy • Metals that are plentiful (aluminum, iron etc...) • Recycled content materials • Natural, biodegradable materials • Materials that are managed in tight technical cycles • Re-usable, recyclable materials |

8. OUR VISION: GOALS AND DESCRIPTIONS OF SUCCESS

Faro’s vision statement, which was developed as part of the 2007 ICSP, is still relevant today.

“Faro will be an attractive, sustainable, economically viable, united community”

The Goals and Descriptions of Success (DOS) create the high-level vision of a more successful and sustainable Faro in 10 years.

All Goals and DOS are equally important and inter-dependent; all that we do should ultimately support all six Goals. While short-term tradeoffs may sometimes be necessary, they should ultimately be avoided completely in the long-term (see more about tradeoffs below).

As with all aspects of the Forever Faro plan and process, the Goals and DOS are framed by our Sustainability Objectives, which define what must be achieved if society is to be successful into the future.

They provide specific yet flexible outcomes that should be used to provide direction for more detailed planning and decision making.

For example, the Goals and DOS from Recreation, Parks and Natural Areas can be used to eventually guide the development of a more detailed recreation and trails master plan.

Trade-offs are bound to occur as we move toward achieving Forever Faro. Trade-offs occur when progress toward some aspects of success and sustainability results in no progress or even backward movement relative to other aspects. So while trade-offs are bound to occur, they should be short-term and flexible – they should be temporary stepping stones on the detour route before getting back on the path toward the desired future where all criteria for success and sustainability are ultimately achieved.

Forever Faro Community Areas

The manner in which Forever Faro is organized seeks to address the opportunities and challenges from all the important issues across a handful of relatively constant community systems. While we don’t always think of our community as made up of an energy system, leisure system, health system, economic system, etc., we can all intuitively understand that they exist and will continue to exist into the future. All community systems are interconnected to some extent, and they all inextricably linked to the three aspects of sustainability – economic, social and environmental.

For example, infrastructure encompasses the way various organizations, systems and people collaborate to meet Faro’s energy, water, waste management and transportation needs, and the system has an impact on air quality, climate change, water ecology, the cost of doing business, etc. Working comprehensively to address the social, economic and environmental impacts will facilitate system-wide solutions that are long lasting and avoid the creation of unforeseen problems in other areas.

For Faro, six areas were identified that broadly cover and address our community-wide systems and the wide range of issues within them.

The six areas that provide structure for Forever Faro include:

1. Arts, culture, heritage and education: This area covers all arts, cultural, heritage and learning opportunities and the supporting built and natural infrastructure, resources and delivery agents. It includes municipal, non-profit, private offerings and partnerships within and outside Faro.

2. Community and individual health: This area is concerned with meeting residents' physical, mental, emotional, spiritual health through services, infrastructure, interactions, relationships and a strong community fabric. It also includes community safety. From an individual perspective it addresses access to local and regional care services and health promotion, and to lesser extent, health enablers, such as recreation.

3. The Economy: This area focuses on bringing sufficient dollars into Faro, and optimizing the impact of dollars within, in order to help support local services and livelihoods. It also addresses opportunities for meaningful work, sustainable businesses and creating a positive climate for local business viability.

4. Infrastructure: This area is concerned with the supply of energy, water and materials, and also includes waste management, water treatment, stormwater management, transportation, and communications systems.

5. Neighbourhoods, housing and land use: This area includes the locations, patterns and types of all physical development as well as the amount and timing of these developments. It addresses how the physical characteristics of neighbourhoods and housing will help to keep the community inclusive, affordable, livable and sustainable. It includes residential dwellings, commercial, institutional and industrial neighbourhoods as well as their surrounding landscapes.

6. Recreation, parks and natural areas: This area addresses the development, delivery and management of recreation and leisure opportunities and includes outdoor and indoor facilities, programs and initiatives. This strategy area addresses municipal, non-profit, private offerings and partnerships within and outside of Faro. It also addresses how the community will protect, and attempt to restore, ecosystem integrity and biodiversity throughout Faro and surrounding area.



Arts, Culture, Heritage and Education

Goal: Arts, culture, heritage and education are nurtured and thriving in Faro, contributing to the quality of life and the local economy.

The description of success for 2023...

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| <p>The diversity of arts and cultural offerings in Faro are high quality, affordable and accessible; they meet the needs of all ages, abilities and incomes, and are supported by residents and businesses.</p> | <p>Faro's unique and authentic small town charm and wilderness character is showcased while its mining heritage has been maintained and enhanced.</p> | <p>Faro offers a high quality education system from early childhood through secondary school, with post-secondary learning needs met either locally or by distance options enabled through Faro's up-to-date communications technology.</p> | <p>A learning culture exists in Faro, supported by diverse and affordable learning activities that meet local needs and that are integrated throughout the community.</p> | <p>Faro's education, arts, culture and heritage offerings contribute to the local economy and help to attract new residents and visitors.</p> |
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| <p>Related Indicators</p> | <p>Quality of life rating</p> | <p>Satisfaction with arts, culture and heritage offerings</p> | <p>Satisfaction with education opportunities</p> |
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| <p>Strategic Directions</p> | <p>Identify and preserve Faro's mining heritage.</p> | <p>Ensure the schools are key assets that will help to retain and attract families and residents to the community.</p> |
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The related indicators and Strategic Directions can be referenced in Appendix A and B respectively.



Community and Individual Health

Goal: Residents enjoy the strong sense of community in Faro; they are actively involved in community life and are happy and physically and mentally healthy.

The description of success for 2023...

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| Residents are friendly, respectful, positive and proud of Faro; they take responsibility for themselves, their property, pets, each other and the community. | Faro is an age-friendly, family-oriented, diverse and inclusive community where people feel safe and they participate in community life and enjoy strong social connections. | People in Faro are enabled to live active, balanced lives and they take responsibility for their health and wellbeing. | A variety of fresh and nutritious food is regularly and reliably available in Faro, and some of the supply is locally grown for increased food security. | Essential health and social services offer quality care locally, and convenient and affordable transportation options exist to enable access to services outside of Faro. | Residents of all ages are informed about and involved in community decision-making; they take responsibility for and actively participate in community life and many volunteer their time. |
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| Related Indicators | Child development | Health status rating | Low income prevalence | Resident participation | Resident population by age group | Sense of inclusion, safety, social connections |
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| Strategic Directions | Encourage and enable local food production. | Explore resident needs for expanded health and social services and begin to lobby for them. |
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The related indicators and Strategic Directions can be referenced in Appendix A and B respectively.



The Economy

Goal: Faro has a thriving and resilient economy that supports local livelihoods, protects the natural environment and attracts visitors.

The description of success for 2023...

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| Essential products and services are supplied locally, reliably and affordably by locally owned businesses, which are thriving and supported by residents and visitors alike. | Faro's population is stable, diverse and has grown in size such that it can adequately support a healthy local economy through employment and buying local. | Faro's economy is thriving and is becoming increasingly diversified through economic activities such as tourism, arts and culture, mining and mine reclamation, and learning opportunities. | Economic activities avoid continuous encroachment into sensitive natural areas and are transitioning to the sustainable use of energy and materials. |
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| Related Indicators | Business licenses | Business Vitality Index | Economic Diversity | Employment income | Median Income | Shop local ethic of residents | Unemployment rate |
|--------------------|-------------------|-------------------------|--------------------|-------------------|---------------|-------------------------------|-------------------|
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| Strategic Directions | Attract new residents to Faro. | Attract new enterprises to Faro that will enhance and upgrade local product and service offerings. | Establish Faro as a tourism destination and staging area. | Explore and develop Faro-based training, trades and research opportunities. |
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The related indicators and Strategic Directions can be referenced in Appendix A and B respectively.



Infrastructure

Goal: Faro’s infrastructure systems meet the needs of the community, contribute to quality of life and the economy, and are convenient, safe, affordable, reliable and renewable.

The description of success for 2023...

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| Faro’s infrastructure meets local needs reliably, affordably, conveniently and safely, without undermining the town’s financial viability and while supporting local economic activity. | Environmental impacts from Faro’s infrastructure systems are being minimized through more sustainable management practices, including energy efficiency initiatives and the transition to more sustainable materials and zero waste. | Faro’s energy system is transitioning to a more local and renewable energy system that supplies reliable power to the town, and in the event of outages, power is quickly restored. | Faro’s water system is cost-effective and provides excellent quality drinking water that is conserved and matched with appropriate uses. | Wastewater and biosolids are treated and disposed of such that they do not negatively impact the natural environment. |
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| Systems are in place for emergencies, effectively managing risks to people and property from natural and other disasters. | Faro is moving toward its zero waste goal; residents have a conservation ethic and are transitioning to more sustainable purchasing choices, supported by cost-effective waste diversion services that are convenient and affordable for residents. | Faro’s transportation system protects the walkability of the town, enables the efficient movement of people and goods within and beyond Faro and contributes to greater individual health and community well-being through the transition toward more fuel-efficient and self-propelled forms. | Communications services and technology in Faro are up-to-date, affordable and reliable, connecting Faro residents and businesses to each other and beyond the community. |
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| Related Indicators | Connectivity | Energy use | Greenhouse gas emissions | Satisfaction with infrastructure services | Waste Diversion | Wastewater effluent quality | Water use |
|--------------------|--------------|------------|--------------------------|---|-----------------|-----------------------------|-----------|
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| Strategic Direction | Continue upgrades and improvements to all water systems accounting for future demolition and development of properties. | Improve waste management practices, including increasing waste diversion rates. | Identify new funding sources for infrastructure upgrades. |
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The related indicators and Strategic Directions can be referenced in Appendix A and B respectively.



Neighbourhoods, Housing and Land Use

Goal: Faro's neighbourhoods are vibrant, safe, enjoyable places that contribute to quality of life and community pride.

The description of success for 2023...

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| <p>Faro is a beautiful and picturesque town with an authentic and lovable character and sense of place that attracts residents and visitors alike.</p> | <p>The town is vibrant yet tranquil, safe, accessible and has public gathering spaces, including a central area that is pedestrian friendly and acts as a hub for the community and economic activity.</p> | <p>Housing and lot supply and demand is well matched: existing buildings and homes are lived in and cared for, while others have become green spaces or been redeveloped for innovative uses.</p> |
| <p>Buildings and homes are healthy, energy efficient, durable, as well as being flexible and diverse to accommodate the needs of all ages and abilities.</p> | <p>Faro is walkable, providing convenient access to community amenities and natural areas through a network of year-round trails and pedestrian-friendly roads.</p> | <p>Development is contained within Faro's existing footprint and land is efficiently used for economic development, including commercial and industrial activities that are appropriately located and buffered from adjacent areas.</p> |



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| <p>Related Indicators</p> | <p>Development footprint</p> | <p>Downtown vibrancy</p> | <p>Empty housing units</p> | <p>Residential neighbourhood feel</p> |
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| <p>Strategic Directions</p> | <p>Address the empty housing and building issue.</p> | <p>Update Faro's zoning bylaws.</p> | <p>Begin planning a renewed vision for the downtown core as the town's centre/hub/gathering place.</p> |
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The related indicators and Strategic Directions can be referenced in Appendix A and B respectively.



Recreation, Parks and Natural Areas

Goal: Faro offers a diversity of recreational activities that are widely used and supported by well-maintained amenities, including vast natural areas that are protected from degradation.

The description of success for 2023...

Faro offers a diversity of good value year-round indoor and outdoor activities that are safe and accessible for all ages, abilities and incomes.

Faro's parks, trails and recreation facilities are attractive, safe, efficiently used and well maintained; they include natural features, native vegetation and learning opportunities for an enhanced experience.

Faro's recreation activities and facilities help to attract residents and visitors, contribute to the local economy, are delivered within the financial means of the community and are transitioning to renewable energy sources and more efficient use of energy and materials.

Natural areas and wildlife are enjoyed by Faro residents and visitors, yet are protected from overuse, degradation and continuous encroachment, thus preserving the biological diversity and ecological health of the area.



Related Indicators

Protected natural areas

Satisfaction with parks and recreation



Strategic Directions

Retain, maintain and, as necessary, upgrade Faro's recreation facilities and amenities.

The related indicators and Strategic Directions can be referenced in Appendix A and B respectively.

9. GLOSSARY OF TERMS

Accessible: Accessible is a general term used to describe the degree to which a product, device, service, or environment is available to as many people as possible. It is also used to focus on people with disabilities or special needs and their right of access to entities, often through use of assistive technology or design.

Backcasting: A basic planning approach where one begins with a vision of success in the future (in this case, a sustainable society) and then uses the question “what do we need to do to move from where we are today toward our vision?” to identify strategic directions.

Biodiversity: The diversity of plants, animals, and other living organisms in all their forms and levels of organization, including genes, species, ecosystems, and the evolutionary and functional processes that link them.

Climate change: A change in the state of climate properties that persists for an extended period, typically decades or longer. Any one climate change event may be due to natural earth processes, non-earth events, or to ongoing human caused changes in the makeup of the atmosphere or in land use. In this context, we are mainly talking about reducing human contributions and adapting to the changes in climate and associated events.

Community Member: Either a resident (full time) or part-time resident who lives in the community.

Conservation Economy: Conservation economy: An economic model where economic activity improves rather than degrades social and environmental systems. A conservation economy provides meaningful employment, supports livelihoods and vibrant communities, and it conserves and restores the natural environment. (adapted from Ecotrust Canada)

Critical natural areas: These areas incorporate unique and sensitive habitats such as streams, lakes, wetlands, old growth forests, alluvial forests, riparian areas, and the corridors connecting them.

Description of Success: These describe Faro’s desired future for the year 2030 in more detail within each strategy area.

Ecosystem: A functional unit of any size consisting of all the living organisms (i.e., plants, animals, and microbes) in a given area, and all the non-living physical and chemical factors of their environment, linked together through nutrient cycling and energy flow.

Food security: A community enjoys food security when all people, at all times, have access to nutritious, safe, personally acceptable and culturally appropriate foods, produced in ways that are environmentally sound and socially just.

Goals: The Goals provide a high-level focus on what must be achieved to create a successful future for our community.

Indicators: These are used to measure performance at moving toward (or away) from Faro’s vision of the future.

Renewable energy: Energy from sources that produce electricity or thermal energy without depleting resources. Renewable energy includes solar, wind, water, earth and biomass power, and energy from waste.

Resident: Generally someone who takes up their primary residence in the Faro and lives there for most of the year.

Stakeholder: All individuals, groups, and interests that are affected by and/or affect Faro and its activities. This includes the natural environment and future generations.

Strategy Areas: These cover the high level community systems that must be managed now and into the future. They help to frame the ICSP.

Strategic Directions: These are the initiatives that should be undertaken to move Faro from where it is today toward success and sustainability in the future. Strategic Directions can include everything from basic operational activities to the development of policies and strategic plans.

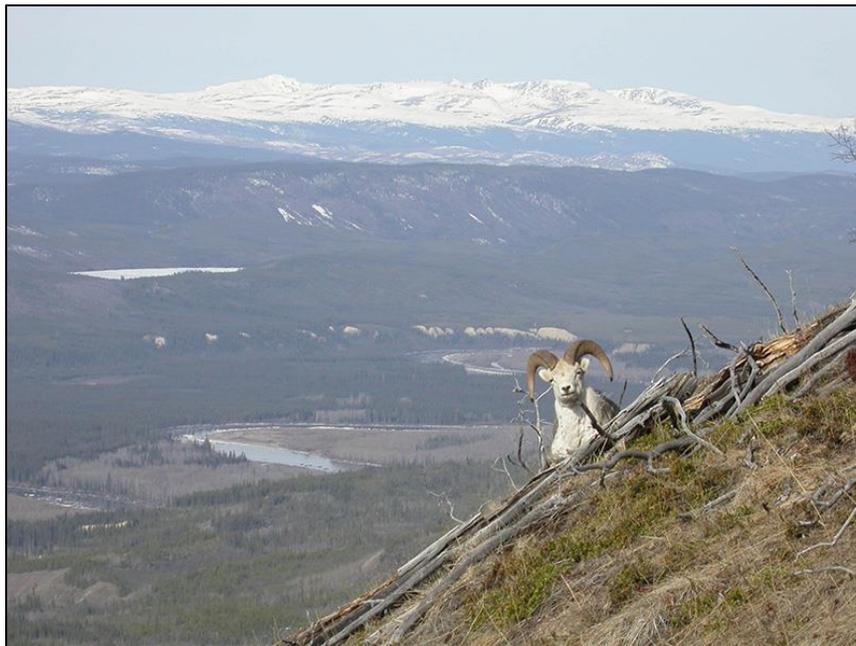
Sustainability Objectives: These frame the plan and define the concrete outcomes necessary to achieve a sustainable society in the long-term, roughly 2060. They are derived from the Natural Step framework and sustainability principles. www.thenaturalstep.org/canada

Technical cycles: Also called ‘tight technical loops,’ refers to cycles (usually part of an industrial process) where materials can and are reused indefinitely in processes that do not allow the substances to accumulate in nature.

The Natural Step framework: A strategic planning framework for and definition of sustainability. www.thenaturalstep.org/canada

Vision: This term is used to encapsulate the picture of the future for Faro in 2023, as articulated by the Goals, Sustainability Objectives and Description of Success.

Visitor: Generally someone who’s primary residence is outside of Faro.



10. APPENDICES

Appendix A: Recommended Indicators

These indicators are recommended for measuring and reporting how well Faro is progressing toward the vision within each of the five Goals. Monitoring and reporting progress toward (or away from) the Forever Faro vision is essential to provide transparency, inform decision-making and enable continuous improvement. For more about monitoring and reporting, see Appendix D: Next Steps and Implementation on page 31.

| Goal | # | Short Name | Long Name | What is being measured |
|---------------------------------------|---|---|--|--|
| Arts, culture, heritage and education | 1 | Quality of life | Resident satisfaction with quality of life in Faro (survey) | This is a very high level indicator that takes all aspects of the community into account, including recreation, leisure, arts, culture, education, infrastructure, social connections, etc. |
| Arts, culture, heritage and education | 2 | Satisfaction with arts, culture and heritage offerings | Satisfaction with arts, culture, heritage activities and facilities (survey) | This is will provide a high level assessment of resident satisfaction with all the aspects relating to arts, culture and heritage, including program diversity and quality, service received, facilities, etc. |
| Arts, culture, heritage and education | 3 | Satisfaction with education opportunities | Satisfaction with education activities and facilities (survey) | This is will provide a high level assessment of resident satisfaction with all the aspects relating to local education, including program diversity and quality, service received, facilities, etc. |
| Community and Individual Health | 4 | Health Status Rating | Proportion of residents rating excellent or very good health. | This indicator reports the self-rated health of residents. Health in this case pertains to overall physical, mental and social health as well as general overall wellbeing. |
| Community and Individual Health | 5 | Resident Participation | Resident participation with community organizations | |
| Community and Individual Health | 6 | Resident population | Total resident population, including breakdown by age group. | This measures Faro's ability to attract and retain residents, with young people being critically important to attract and retain at this time. |
| Community and Individual Health | 7 | Sense of Inclusion, Safety, Social | Proportion of residents feeling included in and connected to | |
| Economy | 8 | Business Licenses | Total business licenses | This indicator reports on the mix of new business licenses, renewals and non-renewed business licenses. |
| Economy | 9 | Business Vitality Index Score | Business Vitality Index Score | Participants to rate their community's business vitality index by agreeing or disagreeing with a series of statements related to entrepreneurial capacity. |

| Goal | # | Short Name | Long Name | What is being measured |
|----------------|----|---------------------------------|--|--|
| Economy | 10 | Economic Diversity | Economic diversity as measured by the Herfindahl Index. | The Herfindahl Index equals the sum of the squared employment shares of each industrial sector in each community. The sum varies from 0 (when a community has many industries, each with a small share of total employment – high diversity) to 1 (when one industrial sector accounts for all of the community’s employment – complete specialization). |
| Economy | 11 | Median Income | Real median income | This indicator measures 'real' median individual income of people who place a Faro address on their annual tax return. Real median income reveals whether purchasing power is increasing or decreasing relative to inflation. Actual income reported unadjusted for inflation is also displayed for comparison purposes. |
| Economy | 12 | Shop Local Ethic | Proportion of income earned locally that is spent locally. | Survey or other method TBD |
| Economy | 13 | Unemployment Rate | Unemployment rate of residents in the work force | This indicator measures the proportion of individuals who are not currently working but are actively seeking work. The data is captured in January. |
| Infrastructure | 14 | Connectivity | Comparison of communications technology advances between Faro, Carmacs and Whitehorse. | This compares Faro communications technology to that of Carmacs and Whitehorse, and provides a benchmark of how well Faro's technology is keeping pace with a similar sized community and a larger Yukon city. |
| Infrastructure | 15 | Energy Use | Total primary energy used including transportation | Total energy used includes the energy employed to create the electricity delivered, the energy used to generate space and water heating/cooling, as well as transportation energy. Not included is the embodied energy of the products used in the community. |
| Infrastructure | 16 | Greenhouse Gas Emissions | Total greenhouse gas (GHG) emissions | Total greenhouse gas (GHG) emissions results include the GHGs created from generating the electricity that we use, the energy used to generate heat/cooling, transportation energy for the larger fleets of vehicles and estimates of the emissions from intra-community transportation as well emissions resulting from landfilled waste. |

| Goal | # | Short Name | Long Name | What is being measured |
|--------------------------------------|----|--|--|--|
| Infrastructure | 17 | Satisfaction with infrastructure services | Proportion of residents satisfied with energy reliability, water and air quality, waste management services. | |
| Infrastructure | 18 | Waste Diversion | Estimated proportion of materials diverted from the landfill | This indicator represents the estimated proportion of materials recycled/composted. The measurement includes biosolids from wastewater. |
| Infrastructure | 19 | Waste Water Effluent Quality | Number of days waste water discharge flows are out of compliance with provincial permit requirements | This indicator tracks the number of days where effluent (water leaving the waste water plant) test results are out of compliance with the permit standards. |
| Infrastructure | 20 | Water Use | Total potable and non-potable water flows | Water use measures the total of water extracted then delivered from water plants and non-potable systems to end users. Water uses that are not captured within this measure include private purpose uses such as for golf courses. |
| Neighbourhoods, Housing and Land Use | 21 | Development Footprint | Total developed footprint (area) | The physical footprint of the developed area is calculated for this indicator. Developed areas include all zoned boundaries of land except for those zoned as parks, protected areas or extremely low density parcels of land. |
| Neighbourhoods, Housing and Land Use | 22 | Downtown Vibrancy | Proportion selecting the top 2 choices on a five point scale. | This indicator measures residents' satisfaction with the vibrancy in Faro reporting on the response to "How would you rate the sense of vibrancy in downtown Faro?" |
| Neighbourhoods, Housing and Land Use | 23 | Empty Housing Units | The number of uninhabited housing units in Faro. | |
| Neighbourhoods, Housing and Land Use | 24 | Residential neighbourhood feel | Proportion of residents satisfied or very satisfied with the look/feel of Faro neighbourhoods. | This indicator measures residents' satisfaction with the look/feel of Faro neighbourhoods - those who select the top 2 choices on a five point scale. |
| Recreation, parks and natural areas | 25 | Protected Natural Areas | Area of protected natural land. | The total area of land that has some form of protection. |
| Recreation, parks and natural areas | 26 | Satisfaction with Parks and Recreation | Resident satisfaction with recreation activities, facilities, parks and natural areas (survey) | |

Appendix B: Recommended Strategic Directions

Strategic Directions are the courses of action that should be taken in the next few years to begin to move Faro toward its shared Goals and Descriptions of Success. These Strategic Directions (SDs) are the ones recommended by the AC for consideration and implementation by various lead agencies, including the Town of Faro and others. Each SD will be proposed to the lead agency, who will then decide whether the SD should be accepted, deferred or declined. They will then determine the specific tasks/actions to undertake to move each SD forward to completion. The Town of Faro will undertake this through its annual strategic planning and budgeting process.

Some SDs are listed as first and second priority, which indicates that they are of high importance, but is not an indication of the order or timeline of implementation since some of the high priority items can't be accomplished overnight; they will take a number of years and the effort of many to complete.

| SD Name | Strategic Direction (SD) | Lead Agency | Area1 |
|------------------------------------|--|---|--------------------------------------|
| Vacant Homes and Buildings | Address the empty housing and building issue. | Town of Faro | Neighbourhoods, Housing and Land Use |
| Zoning Bylaw Improvements | Update Faro's zoning bylaws | Town of Faro | Neighbourhoods, Housing and Land Use |
| Town Centre Development | Begin planning a renewed vision for the downtown core as the town's centre/hub/gathering place. | Town of Faro | Neighbourhoods, Housing and Land Use |
| New Residents | Attract new residents to Faro. | Town of Faro | Economy |
| New Enterprises | Attract new enterprises to Faro that will enhance and upgrade local product and service offerings. | Town of Faro | Economy |
| Tourism Development | Establish Faro as a tourism destination and staging area. | Town of Faro | Economy |
| Mining Heritage Development | Identify and preserve Faro's mining heritage. | Consider creating a new group/cttee for this work | Arts, Culture, Heritage and Learning |

| SD Name | Strategic Direction (SD) | Lead Agency | Area1 |
|--|---|---|--------------------------------------|
| School Facility Protection | Ensure the schools are key assets that will help to retain and attract families and residents. | School Council | Arts, Culture, Heritage and Learning |
| Local Food Production | Encourage and enable local food production. | Consider creating a new group/cttee for this work | Community and Individual Health |
| Health and Social Services | Explore resident needs for expanded health and social services and begin to lobby for them. | Nursing Station | Community and Individual Health |
| Training, trades and Research Development | Explore and develop Faro-based training, trades and research opportunities. | Town of Faro | Economy |
| Water system upgrades | Continue upgrades and improvements to all water systems accounting for future demolition and development of properties. | Town of Faro | Infrastructure |
| Waste Diversion | Improve waste management practices, including increasing waste diversion rates. | Town of Faro | Infrastructure |
| Infrastructure Funding | Identify new funding sources for infrastructure upgrades. | Town of Faro | Infrastructure |
| Parks and Recreation Development | Retain, maintain and, as necessary, upgrade Faro's recreation facilities and amenities. | Town of Faro | Parks, Recreation and Natural Areas |

Appendix C: SWOT Summary

This summary of Faro's strength, weaknesses, opportunities and threats (SWOT) provides a snapshot of Faro today, in 2013. It does so in relation to the shared community vision for the future 10 years from now. By providing a sense of what currently exists (and doesn't) relative to what the community wants 10 years from now, Strategic Directions can be prioritized to focus on areas of biggest opportunity and/or challenge – making the planning process more strategic and helping to move Faro toward the vision more quickly and efficiently.

It is important to note that the SWOT is *not* a comprehensive research report; the intent of the SWOT summary is not to create an exhaustive compilation of all data and information. Further, new research was not undertaken; only existing data and information was used to compile this information. The intent of the SWOT is to present essential information that is relevant to Faro's current situation and the external context in which it operates.

The SWOT elements are defined as follows:

- Strengths: Faro characteristics that give it an advantage over others
- Weaknesses: Faro characteristics that place the community at a disadvantage
- Opportunities (external): Things the community could leverage to its advantage
- Threats (external): Things beyond Faro's control that could cause trouble for the community

Arts, Culture, Heritage and Education

Faro Strengths and Weaknesses

For a small town, Faro has a number of strengths that can be leveraged for the ongoing development of arts, culture, heritage and education including: the K-12 school and Yukon College campus; the art gallery; unique festivals and events; the low cost of living and housing for attracting students and artists; and very engaged and active youth and volunteers who contribute to and participate in local events and programs. Challenges for Faro in this area include such things as: recruitment and retention of quality teachers; volunteer burnout; lack of daycare/early childhood education opportunities; lagging communications technology; and youth retention after high school.

External Opportunities

- Tourism trends: Several major trends suggest that Yukon's tourism is a growth industry: An emphasis on learning travel experiences; the desire for authentic experiences; Growth in aboriginal and cultural tourism; an increase in off-season winter travel; and Canada and Yukon's reputation as a safe destination. (Source: Yukon Economic Development "Invest Yukon" fact sheet).
- Mine reclamation project and potential learning opportunity spin-offs.
- Distance education opportunities and attracting students with Faro's low-cost housing.
- Ross River students currently attending high school in Whitehorse could join the school in Faro to help increase enrollment.
- The growth of online sales sites for art as a way for Faro artists to sell while living in Faro.
- The partial cultural shift toward a 'back to basics' lifestyle and focus on quality of life rather than material possessions.

External Threats

- The urban migration phenomenon where people are being drawn to larger urban centres.
- Increasing cost of living in the north.
- Risk of losing the school due to declining number of youth in Faro.

Community and Individual Health

Faro Strengths and Weaknesses

Faro's residents and the strong sense of community are real assets for the Yukon town. People are friendly, welcoming, positive, responsible and respectful. The community is safe, clean, well-maintained and peaceful, with a small town atmosphere and easy access to the natural environment. Faro is a family- and youth-friendly town, offering many advantages, amenities and programs for young people and children. Health is supported by good recreational facilities and a local health care system, which many people feel adequately meets local needs. On the other hand, the health of Faro residents and the community overall is challenged by such things as: its small population and the small proportion of young people; the lack of social services, a full-time physician, trained recreation leaders/coaches and childcare services; and the inadequate supply of healthy food.

External Opportunities

- First Nations relationships and opportunities to work together on common concerns and mutual objectives.
- Lower cost of living and housing in Faro can be used to entice young families to relocate to Faro from other more expensive cities and towns.

External Threats

- More sedentary lifestyles due to technology and entertainment.
- The urban migration phenomenon where people are being drawn to larger urban centres.
- Lack of control over RCMP placement and level of service.

Economic Development

Faro Strengths and Weaknesses

Faro has many strengths it can leverage for future economic development, including: the low cost of living and housing; the ease of access to wildness and wildlife; the floatplane base and renovated airport; and its low crime rates. Faro's small population makes it difficult to attract new businesses, and the lack of product and service offerings makes it challenging to attract new residents. Faro's remoteness is a strength as far as backcountry access, but is a challenge when it comes to attracting visitors. Other key weaknesses related to economic development include: the empty buildings and housing; the leakage of disposable income from resident spending in Whitehorse; lack of employment opportunities, especially for young people; and lagging communications technology.

External Opportunities

- Increasing Yukon population: The revised June 2012 estimated population of the Yukon was 35,862 - an increase of 687, or 2.0%, compared to one year earlier in June 2011 (35,175). The revised Whitehorse area population of 27,323 in June 2012 was an increase of 612 compared to June 2011. This represents 89.1% of the Yukon's total growth.
- Increasing Yukon tourism: International and domestic tourism to Canada is strong and the forecast is for continued growth. Tourism is the largest private sector employer in the Yukon. Over 300,000 people visit each year to enjoy the vast open spaces, wildlife and northern lights, and to experience the authenticity of the Yukon's aboriginal and cultural heritage. (source: Yukon Economic Development "Invest Yukon" fact sheet).
- Yukon tourism trends: Several major trends suggest that Yukon's tourism is a growth industry: an increase in wilderness, adventure and eco-tourism; an emphasis on learning travel experiences; the desire for authentic experiences; growth in aboriginal and cultural tourism; an increase in off-season winter travel; and Canada and the Yukon's reputation as a safe destination. (source: Yukon Economic Development "Invest Yukon" fact sheet).
- Tourism in the Yukon is unencumbered by tax systems that affect tourism, such as a territorial sales tax or a "bed tax".
- Faro Airport and float plane base: opportunity for tourism or for Faro to be used as a home base for employees of Yukon mines.
- Whitehorse is home to an international airport, with direct jet service daily from Vancouver, direct jet service to Calgary and Edmonton, and scheduled service to the Northwest Territories. In the summer months, there are scheduled charter flights from Frankfurt, Germany. The nearby port of Skagway, Alaska is a popular cruise ship destination.
- Tourism Product Development Partnership Program funds for the development of niche tourism products, and to facilitate tourism workshops and build capacity.
- Community Development Fund (CDF) for projects/events that support community well-being; create jobs; generate spending on Yukon goods/services and have social, cultural and economic benefits for Yukon residents and communities.
- Faro's Gas Tax funding (\$876,792/year including 2014): Eligible project categories include: public transit; water and wastewater management; solid waste management community energy systems; active transportation infrastructure, such as bike lanes; local roads, bridges and tunnels that enhance sustainability outcomes. Gas Tax funding categories have been expanded for 2014/15 and include: highways, local and regional airports, short-line rail, short-sea shipping, disaster mitigation, broadband and connectivity, brownfield redevelopment, culture, tourism, sport, and recreation.
- Faro Mine reclamation project and related opportunities: home base for employees, learning opportunities, health facility, recreation centre expansion.
- Wildlife learning opportunities.
- Copper North Mine, outside of Carmacks (2015/16): The Yukon government has authorized Alexco Keno Hill Mining Corporation (Alexco) to bring the Lucky Queen and Onek mining properties, located in the Keno Hill Silver District, into production.
- Yukon government has increased funding to the Yukon Mining Incentive Program by \$200,000 to a total of \$770,000 for 2013/14, encouraging more investment in mineral exploration during a period when raising capital is extremely challenging.
- Partnerships: Ross River, Carmacks, other circumpolar and northern communities.
- Government employment opportunities.

External Threats

- Increasing cost of living in the north (food, fuel, utilities).
- Global economic recession, volatile financial, fuel and stock markets.
- International travel's vulnerability to global events, including: financial crises; disease; wars; and terrorist attacks.
- Mining's uncertain future and public opposition.
- Climate change, warming and impact on highways permafrost.
- Decreasing Yukon Government funding.
- The urban migration phenomenon where people are being drawn to larger urban centres.

Infrastructure

Faro Strengths and Weaknesses

Faro enjoys clean air, good quality drinking water, well-maintained roads and highways and Internet access. Unfortunately the Town is burdened with an overabundance of older infrastructure, which is costly to maintain and repair, and is also detracting from the appearance of the town. The aging water system is being upgraded to address water pressure and leakage problems and to renew the single supply line to the town from the Pelly River. Fairly clean energy is supplied by Yukon energy through a recently expanded electrical grid, with 80% coming from hydro-electricity that is supplemented by diesel and some renewable sources. Recovery from power outages is slowed because maintenance staff are not located in Faro, resulting in delays reconnecting the power. Other infrastructure areas for improvement include: waste management and diversion practices; communications technology, which is lagging; energy use from aging appliances; and Faro's car-dependent culture, where residents typically drive rather than walk around town.

External Opportunities

- Yukon Municipal Rural Infrastructure Fund: Applicants are required to contribute one-third of the total project cost. Eligible projects include: water, wastewater, solid waste, public transit, local roads, culture and recreation, tourism, environmental energy improvements, and connectivity.
- Gas Tax funding: green infrastructure funding (\$876,792/year until 2014). Eligible project categories include: public transit; water and wastewater management; solid waste management community energy systems; active transportation infrastructure, such as bike lanes; local roads, bridges and tunnels that enhance sustainability outcomes. Gas Tax funding categories have been expanded for 2014/15 and include: highways, local and regional airports, short-line rail, short-sea shipping, disaster mitigation, broadband and connectivity, brownfield redevelopment, culture, tourism, sport, and recreation.
- Energy funding: explore alternate power sources, green energy, renewable energy sources, funding available - partner with College's Research Facility - partner with Yukon Energy to explore wind/solar power capabilities and feed back into grid.
- Faro Community Energy Plan developed (2013).
- Northwestel's plans to improve communications services to Faro/Ross River.
- Test site and learning centre for climate change issues.

External Threats

- Declining funding from Yukon and Canada governments.
- Climate change: impact on highways and building due to melting permafrost.
- Land claims hampering energy and transportation development.

Neighbourhoods, Housing and Land Use

Faro Strengths and Weaknesses

Faro neighbourhoods generally have a small lovable quaint character, with plenty of green spaces and easy access to nature. Neighbourhoods that contain empty homes and buildings face aesthetic and safety challenges, and the homes and buildings are either in need of upgrades and maintenance or are beyond repair and require removal. Many of the empty homes are multi-unit, which are cost prohibitive for potential buyers. There is uncertainty about whether there is an adequate supply of industrial and commercial land, and there is currently no town centre and associated amenities to provide residents with a place to gather and connect.

External Opportunities

- Supply of low-cost housing to attract new residents.
- Financial assistance from Yukon & Canada governments and support from the Community Development Team.

External Threats

- Climate change: impact to buildings due to melting permafrost.
- The urban migration phenomenon where people are being drawn to larger urban centres.
- First Nations land claims not settled.

Recreation, Parks and Natural Areas

Faro Strengths and Weaknesses

Faro shares the Yukon's exceptional climate and environment, with fresh air, space, views, seasons and natural beauty. Its proximity and access to pristine wilderness including mountains, lakes, green spaces, wildlife, flora and fauna, making it an ideal location for outdoor enthusiasts seeking recreation and outdoor adventure opportunities such as hunting, fishing, hiking, etc. For a small town, Faro boasts an array of recreational facilities, including a recreation centre that contains a curling rink (although not currently operating), ice rink, gym, arena, Youth Lounge and Sportsman's Lounge, weight room, summer pool, squash courts and meeting rooms. Faro also has a recreational trail network and a golf course that runs through the middle of the community, which provide summertime activities; however, more to do during the summer season was identified as an area for improvement. While Faro's indoor and outdoor recreational facilities offer lots to do, most are in need of improvements and upgrades that put additional pressure on the already costly maintenance needs.

External Opportunities

- Tourism trends: Several major trends suggest that Yukon's tourism is a growth industry: an increase in wilderness, adventure and eco-tourism; an increase in off-season winter travel; and Canada and Yukon's reputation as a safe destination. (Source: Yukon Economic Development "Invest Yukon" fact sheet).
- Tourism opportunities: Europeans; summer destination; base for backcountry exploration; cross country trails, the Dena Cho Trail (trail marketing agreement incomplete).
- Environmental stewardship and mine reclamation learning and visitor opportunities.
- Abundance of flora and fauna associated with the Tintina Trench.
- Funding opportunities for recreation facilities and programs.
- Fannin sheep and Sandhill crane migration.
- Northern Lights.

External Threats

- Climate change and potential impact on natural areas, permafrost, wildlife and wildlife migration.
- Restrictions being placed on off-road ATVs.

Appendix D: Next Steps and Implementation

Developing the Forever Faro ICSP is just one step of many in Faro’s journey toward its vision for success and sustainability. Forever Faro articulates a shared vision for the future success and sustainability of the community, and outlines a process for continuing along the journey towards that vision. It will require ongoing commitment towards implementation: alignment of decision-making and on-the-ground action. It also requires annual monitoring and reporting on progress, and continued development and implementation of Strategic Direction and related actions. This document outlines the main areas for building on Forever Faro and creating an ongoing process for embedding sustainability in the community.

Align Decision-Making

The ultimate goal for Forever Faro implementation is that decisions are aligned with Forever Faro, which includes the formal decisions made by the Council on policies, plans and procedures, as well as the day to day decisions made by staff and community partners on projects, practices and purchasing.

There are two factors critical for successful alignment: training and tools. Decision-makers should understand the Forever Faro framework and how to apply it to their decision-making processes. Further, they will likely benefit from integrating four strategic questions into existing decision-informing tools to assist them through the process. The four questions to be consistently asked in all levels and types of decisions are:

1. **Does the project/development/purchase/etc. move Faro toward our Goals and Descriptions of Success?**
2. **Does it move Faro toward our Sustainability Objectives?**
3. **Is it a flexible platform for future steps toward our vision of success and sustainability?** In general, most initiatives have some trade-offs or conflicts with elements of the priorities or sustainability objectives. Flexible approaches and technologies will help ensure we are not faced with unacceptable costs, do not limit our ability to adapt, and instead enable the next steps and avoid trade-offs to achieve more success for our community in the future.
4. **Will it provide a good return on investment?** Ensuring that you spend the community’s money most wisely and effectively will always be an important part of decision-making. However, saving money in the short term is not always the best solution, nor is making a large investment with too long of a payback period.

Partner with Community Stakeholders on Implementation

Since Forever Faro is a long-term plan for the whole community, it is imperative that community stakeholders participate as partners with the Town of Faro in the development and ongoing implementation of the plan. Community partners can participate in determining the Strategic Directions, contribute to implementation, participate in communicating sustainability and outcomes of the plan, and get other community partners on board.

To ensure that roles and responsibilities of community partners are clear, a partnership agreement signed between the municipality and the community partner is a useful tool. The partnership agreement should articulate a commitment to the shared vision and desired outcomes articulated in Forever Faro, as well as some principles for community partnerships (e.g. collaboration, transparency). Content for a sample Partnership Agreement is included below.

While it is ideal that community partners come on board during the development of Forever Faro, they can come on board at any time, as long as they are provided an understanding of the process and the benefits – to them and to the broader community – of participating in a long-term sustainability journey.

Sample Partnership Agreement

Faro is a unique community blessed with easy access to nature, an abundance of trails, strong arts, culture and heritage, a strong, local economy, and a friendly community. Residents are proud of our community assets and culture, which is proud, entrepreneurial, and collaborative. Together we can continue to build Faro's success through sustainability.

As Partners, we share the Forever Faro vision, as articulated by the Goals, Sustainability Objectives and Desired Outcomes.

As Partners, we commit to participating in Faro's ongoing sustainability journey by:

- Participating in annual action planning processes;
- Implementing actions assigned to us that are within our means;
- Adopting our community's shared vision and desired outcomes as a guide in the areas that we impact through our work; and
- Incorporating sustainability planning and implementation strategies in the way we do business.

As Partners, we are guided by our Partnership Principles:

Collaboration

Integrity

Inclusive engagement

Transparency

Innovation

Effective and open communication

Expand the AC and Consider Task Forces

The Forever Faro Advisory Committee (AC) played an instrumental role leading up to and including the development of Forever Faro ICSP. It would be ideal if the AC members continued to play a role in the Forever Faro process through annual review and planning, as well as in implementation of Strategic Directions in their respective organizations. Consideration should be given to expanding the AC over time to include the community organization representatives and stakeholders that will help to contribute to achieving Strategic Directions.

Alternatively, a number of task forces could be created, each comprising community partners and each addressing one of the six specific Forever Faro areas. The benefits of creating multiple task forces is that it increases the number of community members actively engaged in the process, shares the workload, and helps to broaden the perspectives and expertise brought to the table, thereby strengthening the outcomes overall. These benefits should be weighed against the resources it will take to convene multiple groups into the future.

However, the task forces do not necessarily need to be convened all at the same time or even in the same year: a rotating schedule could be created such that the most important strategy areas are prioritized first and those task forces meet in year one.

Annual Action Planning

Regardless of whether the Forever Faro AC continues or new/separate task forces are created, one or the other should be engaged in regular and ongoing planning to ensure that the Forever Faro ICSP continues to be a living process and, most importantly, that it creates on-the-ground action and results. Ideally this would be done on an annual basis, but should be done at least every other year.

The planning process should continue in a manner similar to what occurred during the first process to develop Forever Faro and the Strategic Directions (SDs). Below is a high-level summary of the process.

The AC should: review the results of past SDs; evaluate the most current indicator data; assess local and regional opportunities; review Faro's vision for the future; identify new potential actions for implementation; prioritize them and present a recommended set of SDs for the following year.

The prioritized SDs are recommended to potential implementing organizations throughout the community, not just to the Town, reinforcing that Forever Faro is owned and implemented by a wide range of community partners.

Ongoing Monitoring and Reporting

Monitoring and reporting progress toward (or away from) Forever Faro's vision is essential to provide transparency, inform decision-making and enable continuous improvement. Ongoing, consistent and reliable monitoring provides the community with a number of essential functions and benefits, including:

- Informing decision-making throughout the community;
- Informing task force action planning;
- Ensuring transparency and accountability to community stakeholders;
- Engaging businesses, residents and visitors in the journey toward the vision by providing meaningful and timely information in an interactive way.

Communicating indicator results will build excitement and support for increased engagement and innovative action planning, and therefore data collection, analysis and reporting should line up with a community engagement cycle. For example, reporting can kick-off a second or third round of ICSP planning or the municipal budget process. If it isn't absolutely critical to your engagement process, don't be concerned that the latest data isn't available, simply use the most recent information that is. Different data providers provide results at different times of the year and some only every five years, so it is highly likely that you may not have all the most current information all the time.

The most efficient method of reporting back to the community on a continuous basis is likely through a website. Publically-accessible, easy to understand, and easily updated, a web-based platform is fast, efficient, and effective for communicating results. Reporting in the same format and using the same metrics year after year will allow for identifying trends and systematic updating. If access to more specific data is available, it is a good idea to add supporting indicators to the initial set of perhaps more high-level indicators. For example, total energy used is an initial indicator; to delve further with more specific data, energy use can be reported by sector and by energy type as well.

The initial set of indicators provided with the Forever Faro ICSP is based on the type of data currently available, and on what Faro initially identified as important indicators. If additional or different indicators are desired, they can typically be selected through dialogue with data users, data providers and the Task Force members. It's important to keep in mind that an indicator is not going to be very useful if there is no way to collect the data necessary to inform it, or if tremendous resources would be required.

Indicator assessment criteria usually include:

- **Validity** – to measure progress toward the desired outcomes or Goals
- **Reliability** – to provide consistently measured data over time
- **Resource intensity** (including information availability) – to achieve a balance of good data for good value
- **Comparability** – to benchmark against other communities where possible

One of the most important, yet often forgotten, steps in the monitoring and reporting process is celebrating successes - big or small. Celebrating successes is one of the most impactful things that can be done to maintain enthusiasm and strengthen buy-in for Forever Faro. The monitoring process provides the evidence for celebrating achievements by providing a clear reflection of the community's movement along its path towards the vision. Make community achievements public by posting on the City's and partners' websites, advertising in the local newspaper, and presenting at local gatherings. Increased presence in the public eye will result in an increased interest in Forever Faro, and in turn, more support and input from the community.

Periodic Review and Refinement of Forever Faro

Keeping Forever Faro current and ensuring that it continues to connect with community values is another important factor to attend to moving forward. While action planning should occur on an annual basis, other elements of the plan should be held more constant so that they can effectively guide decision and

action planning. However, the need for constancy should not outweigh the importance of reflecting the community's changing vision for the future. The one thing that will remain unchanged is the set of long-term sustainability objectives that guide the vision for sustainability in the future. The other elements of Forever Faro and suggestions for the frequency and method for updating them in the future are provided below.

- **Goals and Description of Success:** These should be reviewed and refined in advance of the 10 year timeframe for which they describe Faro's success. Consideration should be given to another community visioning process to renew the ICSP in the year 2020-22 or so.
- **Indicators:** The recommended indicators should be kept as constant as possible so that trends can be monitored and performance evaluated over time. However, transitioning to new and improved indicators as they become available should be considered annually so that decision-makers are armed with the best possible information.

Appendix E: The Natural Step Framework

The Natural Step Framework addresses the need for a systematic way of understanding and planning toward sustainability. It is a methodology for planning that provides an elegant, rigorous, science-based understanding of sustainability together with a tested planning approach to translate that understanding into practice.

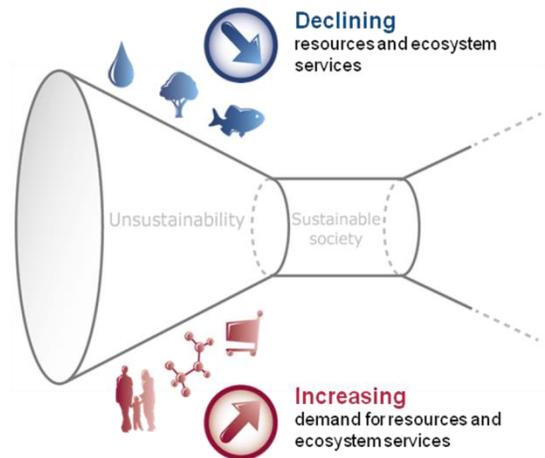
By focusing planners and decision-makers on that which can be agreed upon, it helps create a common perspective and language for sustainability. It defines sustainability at the principle level, which enables organizations to create optimal strategies for dealing with the present-day situation and to move strategically toward sustainability. It is unique in its function as a tool to bring disparate stakeholders and individuals together as intellectual partners to discuss the path forward to sustainability in a mutual exploration.

The TNS Framework has the following main components:

- The Funnel as a Metaphor
- The System Conditions for a Sustainable Society
- Backcasting from Principles
- A Four-stage “ABCD strategic planning process

The Funnel as a Metaphor

In the quest for good health, welfare and economic prosperity, we are systematically destroying the system that we, as humans, are completely dependent upon -- nature. Life-sustaining natural resources, such as clean air and clean water, are subject to increasing deterioration due to human activity. Forests are being lost and species extinction is gathering pace. At the same time, nature’s long-term productive capacity is being degraded in fields, forests and oceans. The reason for nature’s reduced productive potential is that we are polluting and displacing nature in various ways. Renewable resources are being used up at such a rate that nature does not have time to build new ones.



At the same time, there are more and more people on earth in need of these resources, and per-capita consumption is increasing. It’s as if all of civilization is moving deeper into a funnel whose narrowing walls demonstrate that there is less and less room to manoeuvre, in order to avoid “hitting the wall.”

The Natural Step's Four System Conditions

The earth is a sustainable system. Scientists agree that human society is capable of damaging nature and altering life-supporting ecological structures and functions in only three major ways. Based on this scientific understanding, The Natural Step has defined three basic system conditions for maintaining essential ecological processes. In addition, The Natural Step recognizes that social and economic dynamics fundamentally drive the actions that lead to ecosystem changes. Therefore, the fourth system condition focuses on socio-economic dynamics and affirms that meeting human needs worldwide is an integral and essential part of sustainability.

In a sustainable society, nature is not subject to systematically increasing...



...concentrations of substances extracted from the Earth's crust,



...concentrations of substances produced by society,



...degradation by physical means,

and, in that society...



...people are not subject to conditions that systematically undermine their capacity to meet their needs.

Backcasting from Principles

The TNS Framework uses a planning approach called “backcasting from principles.” *Backcasting* is a methodology for planning that involves starting from a description of a successful outcome, then linking today with that successful outcome in a strategic way and asking: what shall we do today to get there?

The TNS Framework uses the scientifically rigorous system conditions described above as the basis for its definition of success from which to backcast. It translates the system conditions for a sustainable society into ultimate *sustainability objectives* for an organization or community, namely to:

- Eliminate our contribution to systematic increases in concentrations of substances extracted from the Earth's crust.
- Eliminate our contribution to systematic increases in concentrations of substances produced by society.
- Eliminate our contribution to systematic physical degradation of nature through over-harvesting, introductions and other forms of modification.
- Eliminate our contribution to conditions that undermine people's capacity to meet their needs.

The ABCD Planning Process

The System Conditions describe the basic requirements that must be met in a sustainable society. How can these System Conditions be applied to an organization's everyday operations? Each individual organization must draw its own conclusions from the sustainability objectives as regards to problems, solutions, and goals. The Natural Step has developed and tested an approach to help organizations incorporate sustainability into their core strategies. The four-step "A-B-C-D" process provides a systematic way of guiding this process:

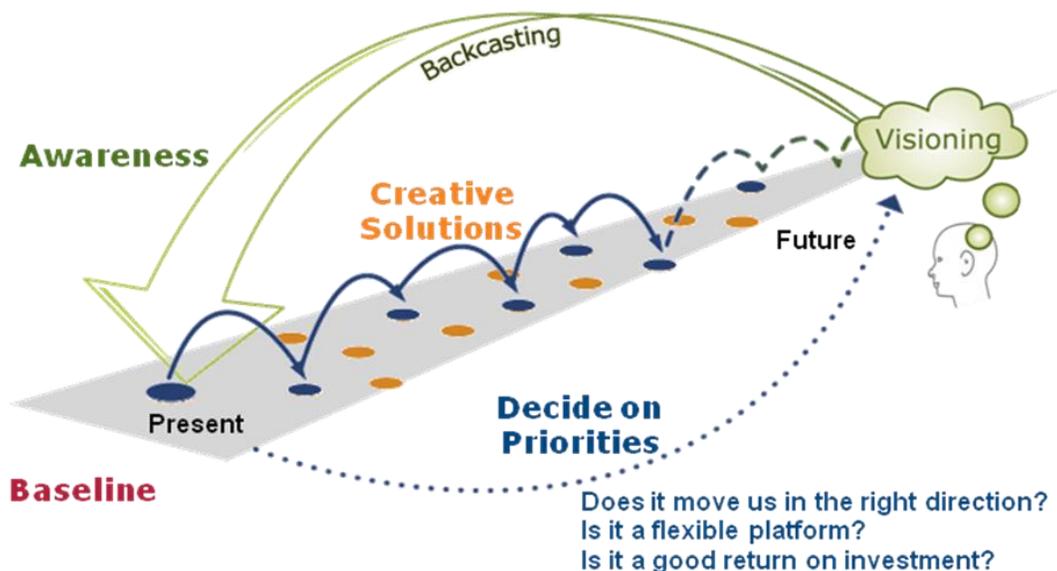
(A)wareness: Understanding sustainability and the TNS Framework as a shared mental model.

(B)aseline: An assessment of "today" is conducted by listing all current flows and practices that are contributions to violations of the four System Conditions, as well as considering all the assets that are in place to deal with the problems.

(C)ompelling Vision - Opportunities for Innovation: Possible solutions and innovations for the future are generated and listed by applying the constraints of the System Conditions to trigger creativity and scrutinize the suggested solutions.

(D)own to Action: Goals from the C-list are made, and smart early moves and concrete programs for change are launched. Innovative actions are prioritized by screening them through the following three questions:

1. Does it move us in the right direction with regards to our definition of sustainability (ie meeting the four System Conditions)?
2. Is it a flexible platform, i.e. a stepping stone toward future improvements?
3. Does it provide an adequate return on investment to seed future investments?



For more information on The Natural Step Framework, please visit our website at www.thenaturalstep.org/canada

Appendix F: Gas Tax Fund Eligible Project Categories

The Forever Faro ICSP includes Goals, Descriptions of Success (DOS) and Strategic Directions that relate directly to the Yukon Gas Tax Fund's categories of eligible projects. The links between the categories and ICSP content are presented herein.

Current Gas Tax Fund Categories

1. Active transportation infrastructure
 - a. Faro's transportation system protects the walkability of the town, enables the efficient movement of people and goods within and beyond Faro and contributes to greater individual health and community well-being through the transition toward more fuel-efficient and self-propelled forms. (Infrastructure DOS)
 - b. Faro is walkable, providing convenient access to community amenities and natural areas through a network of year-round trails and pedestrian-friendly roads. (Neighbourhoods, Housing and Land Use DOS)
2. Building system improvements
3. Capacity building
 - a. A learning culture exists in Faro, supported by diverse and affordable learning activities that meet local needs and that are integrated throughout the community. (Arts, Culture, Heritage and Education DOS)
4. Community energy systems
 - a. Faro's energy system is transitioning to a more local and renewable energy system that supplies reliable power to the town, and in the event of outages, power is quickly restored. (Infrastructure DOS)
 - b. Environmental impacts from Faro's infrastructure systems are being minimized through more sustainable management practices, including energy efficiency initiatives and the transition to more sustainable materials and zero waste. (Infrastructure DOS)
5. Solid waste
 - a. Faro is moving toward its zero waste goal; residents have a conservation ethic and are transitioning to more sustainable purchasing choices, supported by cost-effective waste diversion services that are convenient and affordable for residents. (Infrastructure DOS)
 - b. Improve waste management practices, including increasing waste diversion rates. (Infrastructure Strategic Direction)
6. Water
 - a. Faro's water system is cost-effective and provides excellent quality drinking water that is conserved and matched with appropriate uses. (Infrastructure DOS)
 - b. Continue upgrades and improvements to all water systems accounting for future demolition and development of properties. (Infrastructure Strategic Direction)
7. Wastewater

- a. Wastewater and biosolids are treated and disposed of such that they do not negatively impact the natural environment. (Infrastructure DOS)
- 8. ALL infrastructure
 - a. Identify new funding sources for infrastructure upgrades (Infrastructure Strategic Direction)
- 9. Public transit – n/a

PROPOSED NEW GAS TAX FUND CATEGORIES

- 1. Broadband and connectivity
 - a. Communications services and technology in Faro are up-to-date, affordable and reliable, connecting Faro residents and businesses to each other and beyond the community. (Infrastructure DOS)
- 2. Culture
 - a. Arts, culture, heritage and education are nurtured and thriving in Faro, contributing to the quality of life and the local economy. (Arts, Culture, Heritage and Education Goal)
 - b. The diversity of arts and cultural offerings in Faro are high quality, affordable and accessible; they meet the needs of all ages, abilities and incomes, and are supported by residents and businesses. (Arts, Culture, Heritage and Education DOS)
 - c. Identify and preserve Faro's mining heritage. (Arts, Culture, Heritage and Education Strategic Direction)
- 3. Disaster mitigation
 - a. Systems are in place for emergencies, effectively managing risks to people and property from natural and other disasters. (Infrastructure DOS)
- 4. Highways
 - a. Faro's transportation system protects the walkability of the town, enables the efficient movement of people and goods within and beyond Faro and contributes to greater individual health and community well-being through the transition toward more fuel-efficient and self-propelled forms. (Infrastructure DOS)
- 5. Recreation
 - a. Goal: Faro offers a diversity of recreational activities that are widely used and supported by well-maintained amenities, including vast natural areas that are protected from degradation.
 - b. DOS:
 - i. Faro offers a diversity of good value year-round indoor and outdoor activities that are safe and accessible for all ages, abilities and incomes.
 - ii. Faro's parks, trails and recreation facilities are attractive, safe, efficiently used and well maintained; they include natural features, native vegetation and learning opportunities for an enhanced experience.
 - iii. Faro's recreation activities and facilities help to attract residents and visitors, contribute to the local economy, are delivered within the financial means of the community and are transitioning to renewable energy sources and more efficient use of energy and materials.

- iv. Natural areas and wildlife are enjoyed by Faro residents and visitors, yet are protected from overuse, degradation and continuous encroachment, thus preserving the biological diversity and ecological health of the area.
 - c. Strategic Direction: Retain, maintain and upgrade recreation facilities as necessary.
- 6. Sport – see recreation above
- 7. Tourism
 - a. Faro has a thriving and resilient economy that supports local livelihoods, protects the natural environment and attracts visitors. (Economy Goal)
 - b. Faro’s economy is thriving and is becoming increasingly diversified through economic activities such as tourism, arts and culture, mining and mine reclamation, and learning opportunities. (Economy DOS)
- 8. Local and regional airports – no specific mention
- 9. Short-line rail – n/a
- 10. Short-sea shipping – n/a
- 11. Brownfield redevelopment – no specific mention