



Little Salmon Carmacks First Nation

2017-2027

Integrated Community Sustainability Plan



Table of Contents

1	Introduction.....	1
2	Overview of the ICSP.....	2
3	Community Profile	3
4	Planning Process	5
5	Sustainability Principles & LSCFN values.....	7
6	Community Assessment	8
6.1	Housing	
6.2	Water Supply & Service	
6.3	Solid Waste	
6.4	Sewage Collection & Disposal	
6.5	Community Buildings	
6.6	Community Energy Management	
6.7	Community Safety	
6.8	Recreation	
6.9	Transportation	
6.10	Roads	
6.11	Good Government, Traditional Values & the Economy	
7	Infrastructure Priorities	15

Appendix A: Previous Gas Tax projects

Appendix B: LSCFN 10yr Capital Plan

1. Introduction

For thousands of years, the Northern Tutchone people and specifically the citizens of Little Salmon Carmacks First Nation (LSCFN), have understood and lived a sustainable lifestyle. From planning the harvesting of animals and fish to the use of the land, sustainable development has always been part of the cultural fabric of LSCFN.

Like many rural communities, LSCFN has limited means to deal with aging infrastructure. The Government of Canada has established a program called the New Deal for Cities and Communities which provides funding for infrastructure projects using federal gas tax revenues.

As part of the funding arrangement, LSCFN completed an Integrated Community Sustainability Plan (ICSP) in 2007 and then updated in 2009. This long-term plan, developed in consultation with community members, provides direction to LSCFN to realize sustainability objectives for the environment, cultural, social and economic conditions.

In planning this new 2017-2027 ICSP, LSCFN considered the following documents;

- Review of the 2007 & 2009 LSCFN ICSP,
- 2016 LSCFN Five Year Capital and O&M Plan,
- 2012 LSCFN Community Land Planning & Land Inventory Data Base,
- 2013 draft VOC Official Community Plan,
- 2017 VOC & LSCFN Wastewater Feasibility Assessment,
- 2003 LSCFN Community Water Supply Evaluation,
- 2017 LSCFN draft Chief & Council Strategic Plan and
- 2017 VOC & LSCFN Community Readiness Initiative Action Plan.

2. Overview of the ICSP

An ICSP is a community development planning tool which includes the vision LSCFN and its citizens have for a sustainable future, and identifies and prioritizes our capital & infrastructure goals.

The New Gas Tax Administration Agreement expands the project categories to include almost any municipal infrastructure, including sports and recreation, as long as they are environmentally sustainable.

Highlights of the Initial Agreements

The initial federal Gas Tax Fund Agreement funded infrastructure projects in the following eligible categories:

- Public transit
- Wastewater infrastructure
- Drinking water
- Solid waste management
- Community energy systems
- Local roads and bridges
- Capacity building

In July 14th, 2014, a new Gas Tax Administrative Agreement was signed and will remain in effect until 2024. The renewed Gas Tax Fund can be used for infrastructure projects in these categories:

Highlights of the New Agreement

The new federal Gas Tax Administrative Agreement will fund the above infrastructure projects as well as the following eligible categories:

- Broadband Connectivity
- Sport Infrastructure
- Recreational Infrastructure
- Cultural Infrastructure
- Tourism Infrastructure
- Disaster Mitigation
- Brownfield Redevelopment

3. Community Profile

Since time immemorial, we the people of Little Salmon Carmacks First Nation have made our lives together on these lands. For all those years we, as a people have maintained our traditions from one generation to another.

These traditions explain who we are as a people. These traditions are protected in our language, our culture and our heritage. It is one of our traditions that the Creator God has given us the responsibility to serve for all time as the caretakers of our land, water, air and resources, both about and below the surface. It is one of our traditions that we respect our ancestors and Elders. We respect them, because they have always maintained our values and way of life and our language.

We, as a people accept that we have a responsibility to maintain these traditions for our future generations.

The people of Little Salmon Carmacks First Nation wish to remain together so that we may collectively preserve, protect and promote our culture, language, heritage, lands and resources for all of our Citizens today and for at least seven generations to come.

We are Aboriginal people with the inherent right of self-government and as one of the Aboriginal peoples living within Canada, we have Aboriginal and Treaty rights and title in our traditional territory.

LSCFN is a self-governing First Nation. On the 21st day of July, 1997 LSCFN signed their Final Agreement with the Government of Canada and the Government of Yukon

LSCFN language is Northern Tutchone, and there are strong ties between the three Northern Tutchone communities of Carmacks, Pelly Crossing & Mayo.

The Little Salmon Carmacks First Nation (LSCFN) is responsible for providing governance, programs & services to its citizens in Carmacks, in other Yukon communities and outside the Yukon Territory. LSCFN maintains an office in Whitehorse.

Population

The LSCFN membership data file shows 704 registered citizens however according to LSCFN’s Council Secretary who manages the Citizen Registry, there is a high probability many 0 to 19 year olds are under-registered. Currently, LSCFN is experiencing significant growth. Projecting growth rates is very difficult, especially for a small community like Carmacks, and is dependent on a number of factors.

The potential impact of large scale development, specifically mining projects including the large Casino mining project, should be considered when planning for demand for services in Carmacks.

Number of LSCFN citizens	704 ¹	
Number of LSCFN citizens projected to 2027	1038 ²	(3.6% annual growth rate)
Number of citizens living in Carmacks:	390 ³	
Number of citizens living on settlement land:	306 ⁴	
Population of Carmacks:	548 ⁵	

LSCFN citizens comprise approximately 72- 78% of the population in Carmacks.

- ¹ LSCFN Citizen Registry
- ² Dr. Gerry Ewert, Statistician/consultant, Whitehorse, YT 201
- ³ LSCFN Citizen Registry
- ⁴ LSCFN Citizen Registry
- ⁵ www.eco.gov.yk.ca/stats

4 Planning Process

This section of the ICSP reports on the ways in which the planning process identified the views and needs of LSCFN community members in the Carmacks area. The following consultation methods were used at strategic points in the planning process:

- Interviews, meetings and workshops with LSCFN leadership (Chief & Council),
- Interviews and meetings with LSCFN citizens,
- Focus group meetings,
- Community newsletters, meeting posters, advertising through LSCFN newsletters,
- Community meetings at strategic points in the planning process, including Community Readiness meetings, Chief & Council quarterly community consultations, Whitehorse meetings with citizens at the Yukon Inn,
- Participation with the Village of Carmacks administration,
- Participation with the Village of Carmacks and Little Salmon Carmacks First Nation as a Joint Council planning process,
- Personal interviews and
- Workshops and meetings with other people in the community.

Community Meetings:

Much of the planning for this ICSP was completed through the Carmacks Community Readiness Initiative (CRI). The project was initiated in 2015 to develop an Action Plan that would identify targeted actions and investments to increase the community's level of readiness for both social and economic opportunities in the coming years.

The Carmacks Community Readiness Advisory Committee (CCRAC) headed the process and included representatives of the Village of Carmacks, LSCFN Chief & Council, LSCFN administration, Carmacks Development Corporation and the LSCFN Investment Committee.

One of the major undertakings in the Community Readiness Initiative project was the gathering and assessment of socio-economic information and the development of baseline data for use by the community, local, territorial & federal governments as well as resource industry representatives.

Following three major community consultation sessions (November 2016, January 2017, April 2017) the Carmacks Community Readiness Initiative team brought their agencies together (May 2017) for an opportunity to finalize the process. The Action Plan priorities are included in this report.

Cooperation with the Village of Carmacks

Little Salmon Carmacks First Nation continues to work cooperatively with the Village of Carmacks (VOC). The two governments hold regular and special Joint Council meetings with the VOC Mayor and Council and the LSCFN Chief and Council.

LSCFN supports the 2013 draft Village of Carmacks Official Community Plan objectives stating:

2.4.2(2) To continue to build a positive working relationship with the Government of Yukon and Little Salmon Carmacks First Nation to provide for the orderly development of infrastructure and efficient delivery of municipal services in a timely, cost-effective manner that overcomes the limitations of community geography; and

2.6.3(1) to explore local service agreement with LSCFN as outlined in Chapter 26 of the Self-Government Agreement wherever possible.

Many of the priorities of the Village of Carmacks align with those of LSCFN and are included in this report.

LSCFN Strategic Planning

In May 2017, LSCFN Chief & Council, along with departmental directors held a 5 day strategic planning session in Whitehorse. The draft report include many relevant priorities to the ICSP planning process.

Highlights included: building among citizens a sense of independence, to focus on building balanced economic activities and to create awareness of entrepreneurial opportunities.

LSCFN will be building a strong asset management program to maintain those assets to achieve a healthy living environment. Priority projects were identified and are included in this report.

5 Sustainability Principles & LSCFN values

The concept of sustainability relies on the ability of people to meet their needs now without hindering the ability of others to do so in the future of seven generations. For LSCFN this means adapting to current circumstances without comprising the air, land, water, fish, wildlife and plants that rely on a healthy environment for our survival.

Within the Northern Tutchone culture, respect and stewardship are practiced and passed down through the generations. These qualities embody the precautionary principle of withholding support for projects when the risk to people and the land are unknown. Applying these principles will help us realize our vision of having a stable First Nation self-government with the ability to provide sustainable, affordable infrastructure that lasts for future generations.

The following priorities reflect LSCFN values:

- a) Little Salmon Carmacks First Nation will continue to provide a stable self-governing First Nation that provides services and infrastructure to meet current and future needs. The services we provide will be as good as those available to all Yukoners.
- b) Little Salmon Carmacks First Nation will work with the Village of Carmacks to accomplish our common goals of a healthy, prosperous and integrated community. Public infrastructure planning and development will include consideration of potential economic activity and the infrastructure requirements to enable that activity.
- c) Little Salmon Carmacks First Nation is committed to culturally appropriate infrastructure development including providing the services to Elders and citizens that enhance our culture, language and heritage.

6. Community Assessment

The community assessment provides a summary of LSCFN buildings, infrastructure and programs. In essence, this is a snapshot of where we are today.

6.1 Housing

LSCFN currently manages 141 houses for their citizens.

According to the LSCFN Housing Manger, approximately 26 residences have been inspected and identified to be in poor or very poor condition and pose a risk to residents who currently dwell in them.

LSCFN took responsibility for these houses with the signing of the self-governing agreement with the understanding that there would Final Agreement reviews and FTA negotiations. No funding has been received to date to undertake these repairs. Professional mould testing program reports recommended LSCFN demolish 18 houses as they had unsafe levels of various species of toxic mold.

The number of applicants on the waiting list for LSCFN housing perpetually averages between 10-20 individuals & families.

There is a need for more diversity in housing stock to meet the needs of citizens, specifically smaller units for single people.

Subdivision & Lot development: The 2012 LSCFN Community Land Planning report identified an area with high potential for development at lowest cost to LSCFN is the area on the lower bench in the main Village area currently occupied by the abandoned wash house and the decommissioned gravel quarry. This is above the flood plain, relatively level and would be suitable for residential or multi-family units.

LSCFN is currently investigating the potential of developing two new subdivisions; Willow Grouse and Coal Mine Road. Surveying and water testing & monitoring are scheduled for this year.

6.2 Water Supply & Service

The majority of residential, commercial and institutional buildings in the community are supplied with water from individual wells. In 2011, the water plant, a new deep well, pump house and truck fill station was completed near the LSCFN administration building. The Water Plant includes office space and two vehicle equipment bays, one of which is used for the water truck. The building supplies water for the LSCFN water truck, Heritage Hall, Health & Social building and Daycare building. Water from the Water Plant truck fill station is chlorinated.

All water from individual wells is not treated at this time and must be treated as per boil water advisory. Potable water quality has been a longstanding issue for both the First Nation and the Village of Carmacks. Contamination issues can be traced to well construction that allows surface water infiltration, the highly permeable soils that allow water to migrate to the aquifer and the high water table within the flood prone land. The close proximity of some wells to poorly functioning septic fields is also a problem. There have been reported cases of E.coli and elevated levels of iron and manganese present.

Vista Tek and Quest Engineering have evaluated the options and completed a feasibility study that recommended construction of a small diameter piped water systems as the most acceptable long term solution to current problems. A community water distribution system is a priority for the Village of Carmacks as well. LSCFN would like to plan and coordinate construction of such a system in conjunction with the municipality.

The 2003 LSCFN Community Water Supply Evaluation requires updating. Whereas many of the recommendations from this report have been implemented, new concerns and challenges have been identified. Ongoing water monitoring and assessment is a priority for LSCFN. Remedial actions are needed to combat the heavy mineralization that quickly erodes pipes and appliances.

The Heritage Hall continues to have a boil water advisory. An alternative water source is required; either piped water or a large holding tank.

A new Water Truck is needed for back-up and considered a priority.

6.3 Solid Waste

Solid waste is collected by LSCFN once per week and trucked to the municipal landfill site. Many community residents have expressed concerns about the location and operation of the site. The landfill is estimated to have sufficient capacity for another 20 years and a management plan is in place but subject to an upcoming review.

Groundwater contamination and particularly the potential impact of leachates from the landfill on residences and the Yukon and Nordenskiöld Rivers remains principal concerns.

LSCFN is committed to following recycling and hazardous waste guidelines as part of using the solid waste disposal facility operated by the Village of Carmacks. LSCFN continues to work with the Village of Carmacks on the use of the recycling depot and waste reduction. The draft LSCFN Strategic Plan (2017-2020) outlines key steps to diverting waste from the landfill including initiating an open dialogue with other governments, coordinating efforts with the Free Store and exploring possible partnerships with the Village of Carmacks.

6.4 Sewage Collection & Disposal

Most LSCFN residences and buildings use septic systems to treat both black and grey water or are equipped with sewage holding tanks. LSCFN operates a septic truck that currently hauls between 3-4 truckloads per day three times a week.

The Village of Carmacks and LSCFN currently rely on the unlicensed sewage pit to dispose of sludge generated at the Wastewater Treatment Plant and to dispose of trucked sewage. The sewage pit will be closed within 5 years and a long term solution to manage the wastewater generated is needed.

The 2017 Village of Carmacks & LSCFN Feasibility Assessment draft Report assessed long term wastewater treatment needs and reviewed options. Both VOC & LSCFN are currently working together to determine the best option. The development and implementation of a joint wastewater management strategy is a priority.

6.5 Community Buildings

- **Administration Building**

Through Gas Tax funding, the LSCFN Administration Building undertook significant renovations in 2015-2017 resulting in energy upgrades. The septic system requires replacement. LSCFN had a Lease Agreement with Yukon College to provide space for the Carmacks College campus.

- **Health & Social Building**

Built in 2012, the new LSCFN Health & Social building provides community wellness services. There are offices, a large round meeting room, and a kitchen and reception area. LSCFN also has a Lease Agreement with GY to provide offices for their Health & Social Services staff.

- **Daycare Centre**

Also built in 2012, the Daycare Centre meets the needs of LSCFN.

- **Water Plant**

Built in 2010, various upgrades are required including a back-up well.

- **Sewer Shed**

The Sewer Shed building has been renovated a number of times. It currently meets the needs of LSCFN.

- **Warehouse Compound**

The warehouse compound currently does not meet the needs of LSCFN. Security of assets & inventory is a main concern. A new building with garage door access to work on equipment is a priority. This includes an estimated \$50k in fenced areas to secure elders wood, vehicles/equipment and building material. A proper security system is needed as well as Wi-Fi, telephone LAN line, washroom facility, wash station and water as required. A new heated building would include concrete floors, vehicle & equipment storage garages, mechanical & wood shop.

- **Heritage Hall**

The Heritage Hall is an old building that no longer meet needs of the community. The kitchen was renovated in 2016 to meet building codes, however a boil water advisory remains in effect. A water holding tank is the most practical solution.

- **Interpretive Centre**
 The Interpretive Centre is located on the Klondike Highway beside the bank. The Centre is heated and used by Heritage staff year round, however it is open to tourist in the summer season only. The building is very old, and needs to be replaced. The roof is leaking, the heating is inefficient, and the water and electrical systems are outdated.
- **Replace and combine the current uses of the Interpretive Centre & Heritage Hall.**
 LSCFN intends to combine these two outdated buildings and build a new Cultural Centre with a central main meeting hall. Ultimately this building will be the heart of the community, a gathering place for all meetings, funerals, potlatches and celebrations.
- **Greenhouse & Garden**
 The LSCFN Greenhouse & Garden has been in operation for many years and is very successful. Each year the staff expand their production, developing new areas for potatoes and other root vegetables. Every year staff seek and secure funding to provide additional support, tools, equipment, and provide jobs for students. LSCFN is currently exploring the purchase of a second greenhouse.
- **Airport Lake & Little Salmon Village**
 These two traditional meeting areas are used for numerous events including their Annual General Assemblies, alternating places each year. LSCFN continue to provide major and minor upgrades annually to these two important areas. The main area, kitchen and elder cabins currently meet the needs of LSCFN.
- **Baseball Field & Outdoor Ice Rink**
 Located on the lower bench, LSCFN's baseball field is maintained by the Capital staff. The adjacent outdoor ice rink is maintained by volunteers.
- **Campground**
 The LSCFN community land selection south & adjacent to the Yukon River Bridge is currently not being used. Locally known as the LSCFN campground, this area has been identified by LSCFN Council as an area for economic development.
- **Elders Complex, Youth Centre & Safe House**
 LSCFN does not have an elders' complex, youth centre or a safe house. These three buildings have been identified as priorities.

6.6 Community Energy Management

The development of renewable energy and energy efficiency remains a priority for LSCFN. We are interested in exploring the geothermal potential in the surrounding area. LSCFN is also interested in incorporating solar technology into existing and future buildings. The LSCFN Village is located on the north side of the river and has a great advantage at using solar energy during winter months. Maximizing this opportunity is consistent with our sustainability principles.

6.7 Community Safety

LSCFN Emergency Preparedness plans were initiated in 2009, followed by a draft Business Contingency planning exercise in 2010. Updating these plans are a LSCFN priority.

LSCFN supports the 2013 VOC Official Community Plan objective:

2.6.3(2) to review and update the community emergency plan and implement any recommended action.

Fire protection is provided through a service agreement with the Village of Carmacks and is meeting the needs of the community. Under contract with VOC, LSCFN provides water tanker support to the local fire department using the LSCFN potable water truck. LSCFN also provides fire water truck fill services at the new water plant.

6.8 Recreation & Sports

The LSCFN Youth Worker provides many activities for young people throughout the year, including music jam night, hand games, drum-making, participation in outside events, and annual gatherings & retreats. The Youth Worker also works with VOC Recreation Centre to combine programming.

LSCFN has a long and proud history of participation in sports teams. The hockey team, the baseball team and the curling team participate in annual home and away games and tournaments. The events are coordinated by the same loyal volunteers who regularly experience burn-out throughout the year. Currently support is required to recruit new young players, new volunteers, specifically youth and to re-vitalize the community sports programs.

6.9 Transportation

LSCFN purchased a new Elders van in 2017.

LSCFN and Village of Carmacks recognize the safety of community members as a priority. LSCFN supports the 2013 OCP objective:

2.6.3(4) to continue to develop and expand the Yukon River boardwalk trail and formal path network along the Yukon River and across the bridge to resolve safety concerns.

6.10 Roads

Local roads are generally in good condition. Most have Bituminous Surface Treatment (BST) similar to those maintained by the Village of Carmacks. They require periodic maintenance and refurbishment. LSCFN has adopted a BST surface as the community equivalent because this surface treatment is less costly and more efficient to maintain over the long term. Road construction will be necessary for subdivision development.

6.11 Good Government, Traditional Values & the Economy

In 2017, LSCFN Chief and Council have conducted a comprehensive strategic planning session with senior managers and key staff. Many of the priorities focus on building citizen capacity towards self-sufficiency; to support life-long learning, create mentorship, to increase involvement in traditional activities and build among citizens a sense of independence. Through increased effective communication and engagement, LSCFN seek to provide citizens with the knowledge of opportunities and training available. A balance among support for administration jobs, industry jobs, entrepreneurship, and traditional lifestyles is the primary objective.

A significant step forward towards good governance can be achieved with the implementation of new electronic database infrastructure. The citizen registry has been non-functioning for a number of years and is currently being updated manually. There is a strong need for a Post-secondary education database, an updated Social Assistance registry, an improved housing registry and a Lands registry. Electronic government database infrastructure has been identified as a priority. Preliminary research is underway to secure the most efficient system for LSCFN.

7. Infrastructure Priorities

LSCFN has established the following infrastructure priorities:

Housing

1. **SUBDIVISION INFRASTRUCTURE DEVELOPMENT:**
Willow Grouse Road & Coal Mine Rd require surveys, roads, electrical, water & sewage infrastructure.

Water Supply

2. **PIPED WATER SYSTEMS DESIGN**
3. **HERITAGE HALL WATER HOLDING TANK**
4. **BACK-UP WATER TRUCK**
5. **NEW COMMUNITY WATER QUALITY ASSESSMENT**
6. **COMMUNITY WATER REMEDIAL ACTIONS & ENERGY EFFICIENT UPGRADES**
7. **WATER TREATMENT PLANT UPGRADES**

Solid Waste

8. **RECYCLING MANAGEMENT PLAN**
9. **SUPPORT LANDFILL MOVE**

Sewage Collection & Disposal

10. **REPLACE LSCFN ADMINISTRATION BUILDING SEPTIC SYSTEM**
11. **WASTEWATER MANAGEMENT STRATEGY**

Community Buildings

12. **WAREHOUSE COMPOUND**
13. **ELDERS CONTINUING CARE COMPLEX**
14. **CULTURAL CENTRE**
15. **SAFE HOUSE**

16. TRADITIONAL ACTIVITIES CABIN

17. WELLNESS CENTRE

18. TRADE SCHOOL

Community Energy

19. EXPLORE GEOTHERMAL & SOLAR OPTIONS

Community Safety

20. EMERGENCY PREPARENESS PLAN

21. SELF-SUFFICIENCY THROUGH GREENHOUSE & GARDEN EXPANSION

22. PROVISION OF WI-FI ACCESS FOR ENTIRE COMMUNITY

Recreation & Sports

23. UPGRADE PLAYGROUNDS, RECREATIONAL AREAS & TRAIL NETWORKS

24. IMPLEMENT TRADITIONAL ACTIVITIES PROGRAMS

25. REVITIMIZE SPORTS & RECREATION PROGRAMS

26. SUPPORT NEW CARMACKS ARENA

Transportation

27. EXPAND BOARDWALK

Good Government, Traditional Values & the Economy

28. ASSET MANAGEMENT PLAN

29. TRADITIONAL GOVERNANCE THROUGH ON-THE-LAND LANGUAGE PROGRAMS

30. EXPLORE ECONOMIC POTENTIAL OF CENTRAL CAMPGROUND AREA

31. ELECTRONIC DATABASE MANAGEMENT INFRASTRUCTURE

APPENDIX ONE

PREVIOUS GAS TAX FUNDED PROJECTS

2016 Energy Upgrades to Administration Building- Phase 2

2015 Energy Upgrades to Administration Building

2010 Water Truck Shed

2010 Old Stock Housing Indoor Air Quality Pilot

2009 Community Housing/Infrastructure

APPENDIX TWO

LSCFN 10 Year Capital Plan

(Spreadsheet)