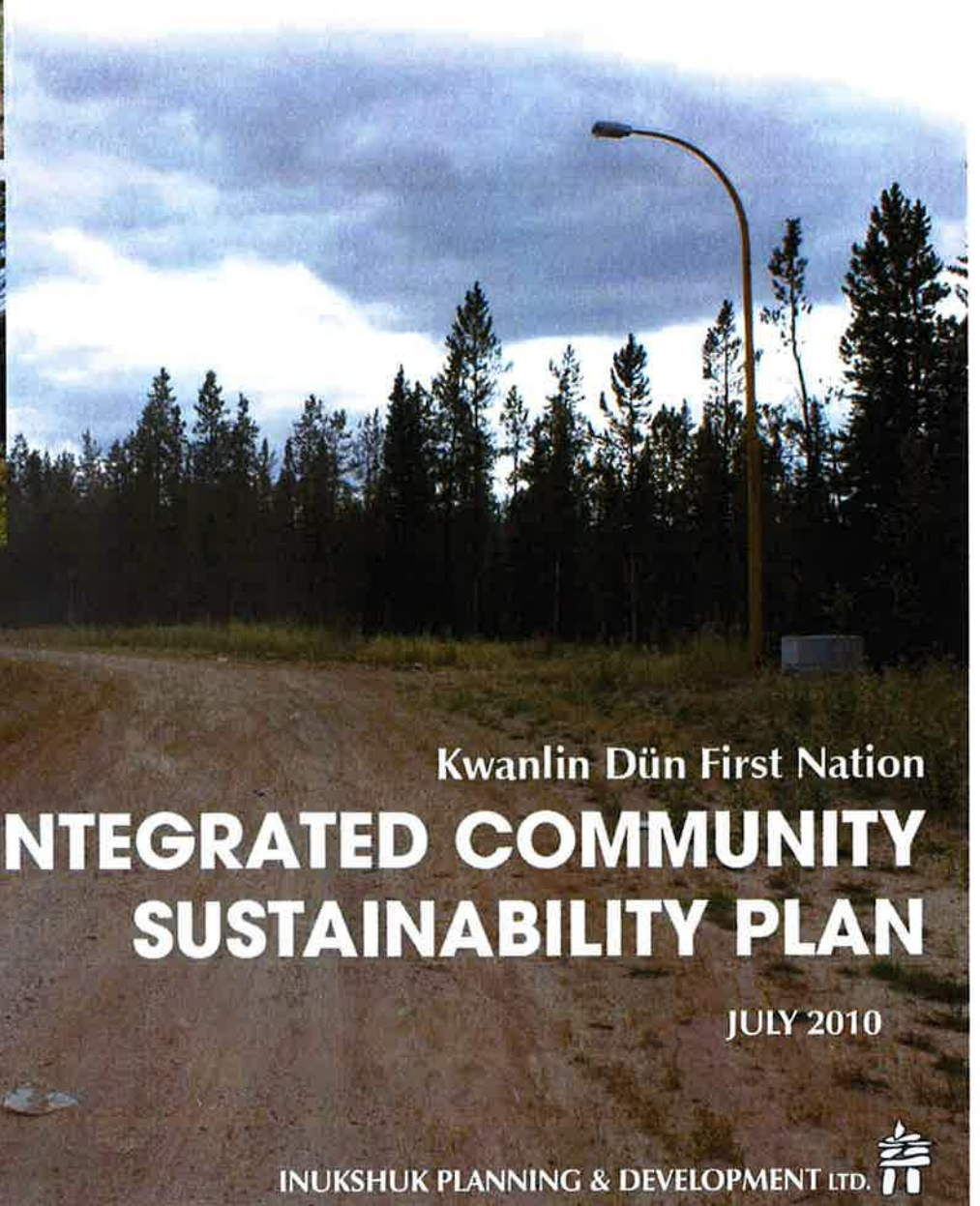


Common-Unity



Kwanlin Dün First Nation

INTEGRATED COMMUNITY SUSTAINABILITY PLAN

JULY 2010



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Kwanlin Dün First Nation Integrated Community Sustainability Plan

Executive Summary

On completion of an Integrated Community Sustainability Plan (ICSP) the Kwanlin Dün First Nation (KDFN) is eligible for up to \$2.15 million dollars. These funds may be put towards sustainable community infrastructure projects that meet the funding criteria set out in the Canada-Yukon Gas Tax Revenue Transfer Agreement.

Background Context

The Gas Tax Agreement is the third component of the New Deal Initiative launched by Canada in 2002. The program differs from the Municipal Rural Infrastructure Fund (MRIF) and Canada-Yukon Strategic Infrastructure Fund (CSIF). Those programs allocated funds through a competitive, application driven process to target federal and territorial infrastructure priorities. MRIF and CSIF funds were allocated on the basis of perceived need rather than equity. Smaller communities, First Nations and others with limited resources were unable to access these programs as effectively as they might have. As a result, Canada and Yukon designed the Gas Tax program to accommodate these concerns. The new program provides for direct funding with as much local control as possible. Of available funds, incorporated municipalities can access 68%, Yukon First Nations get 25% and the Yukon Government retains 7% on behalf of unincorporated communities.

As of March 31, 2010 the KDFN Trust Account contained approximately \$785,260. Over the remaining 5 years of the program, KDFN will be able to access an additional \$330,636 per year for eligible projects. Funds are added to the trust account in April and November. Funds not expended one year can be carried forward to the next. Under the program, the First Nation's gas tax funding can be leveraged with Yukon and Canada on a one third share basis for joint projects. KDFN also could partner with the City of Whitehorse or Ta'an Kwäch'än Council on projects of common interest. This leverage potential is an important program feature.

To access their share of gas tax funds, all participants must prepare an Integrated Community Sustainability Plan (ICSP). The plan requirement is to ensure that the four pillars of economic, environmental, social and cultural sustainability are considered and identified priorities have local support. The focus of this program is weighted towards sustainable infrastructure.

ICSP's are meant to be living documents. They reflect components of the First Nation's Strategic Plan, directions to Chief & Council arising out of General Assembly resolutions and discussions with First Nation citizens. The ICSP should be reviewed yearly as part of the capital planning process, adjusting priorities as necessary, adding new projects and removing completed ones.

The KDFN Plan

This ICSP outlines the issues, opportunities and sustainability needs KDFN is facing and identifies potential KDFN community development spending priorities. This plan is founded around the theme of "common-unity" that recognizes KDFN is a distinct community with its own identity surrounded by the larger community of the City of Whitehorse.

With respect to most municipal infrastructure, KDFN is usually the builder and/or financier on KDFN lands. The standards used and subsequent maintenance however becomes the responsibility of the City under the present City/KDFN Municipal Services Agreement. Thus both governments have a vested interest in exploring partnerships that make the agreement work to their mutual benefit. The McIntyre and Crow Street service agreements are examples where this “common-unity” objective has been achieved.

A Community Within a Community

While the McIntyre area for example, was originally designed as a Whitehorse suburb, it is evolving into a community within a community. Kwanlin Dün has also become the largest private property owner within the City of Whitehorse and contributes to its health and welfare. As Yukon’s most urban First Nation it faces many challenges and has many advantages/disadvantages that other Yukon First Nations do not have.

Seventy-five percent of the Yukon’s population lives in the Whitehorse area within KDFN traditional territory. Thus KDFN’s land holdings have significant strategic potential to generate a sustainable own-source revenue stream to support governance priorities and citizen needs. At the same time, particularly in the case of land development, the minimum development standards and associated development costs in Whitehorse are significantly higher. Offsetting those constraints is that the demand and market opportunities are also greater.

KDFN also has rural land selections surrounding Whitehorse. These include individual selections by beneficiaries and other sites selected for reasons ranging from traditional use to sites of cultural heritage, and wellness significance (e.g. Jackson Lake). All face direct and indirect development and management pressures because of their proximity to the city. Some of these pressures include:

- Recreation use conflicts (e.g. vicinity of Fish Lake)
- Requirements to participate in co-management structures (e.g. fish & wildlife, land use planning)
- KDFN citizen applications for rural land; and
- Expectations regarding rural service standards.

The Ta’an Kwäch’än also share this traditional territory and have similar economic development objectives for their land holdings within the City of Whitehorse. They also share similar land stewardship management interests and cultural preservation objectives.

To that end, there is a requirement in completing this ICSP to consult with both the Ta’an Kwäch’än Council and City of Whitehorse. This consultation, at the political and senior management levels, is intended to identify opportunities for respective plan integration including specific initiatives that would complement each other’s priorities. For example, KDFN citizens have expressed interest in improving garbage management especially in the area of recycling where the City of Whitehorse has already initiated a number of improvements. Working together could meet each respective government’s waste management objectives.

“Common-Unity” - The Way Forward

This ICSP is intended to provide a foundation and a framework for moving forward. The primary focus is infrastructure because that is where the program funding emphasis is. Infrastructure matters are discussed in terms of community values, governance sustainability goals and the types of decision choices Chief & Council will need to make to move forward with a common vision.

Not all sustainability objectives can be achieved within the gas tax program mandate, or available funds. Some initiatives require new legislation (e.g. KDFN Lands Act) or changes in policy before they can be implemented while others require more detailed research to proceed further.

This document discusses the relationship between issues and consequences associated with different choices. Housing is an example of a larger interconnected issue where symptoms need to be traced back to causes. Solutions require an organized strategy that produces visible, concrete results. Housing is also a complex issue where solutions will take time and considerable investment of resources to achieve tangible, incremental results.

Community consultation suggested that gas tax funding might also be able to contribute to certain features of projects either underway or being contemplated by the First Nation including:

- Adding additional energy conservation features (e.g. ground source heating) to the waterfront cultural centre;
- Retrofitting existing KDFN governance buildings to reduce energy operating costs;
- Implementing a community recycling program;
- Exploring the feasibility of district heating for core area buildings in McIntyre; and
- Replacement of the Kenä’dän Kù House of Learning.

All these projects or components of them would be eligible under the present gas tax program mandate. However the costs and benefits associated with any one project will vary. Chief & Council will need to decide in what order projects such as those suggested above should proceed. They will need to take into account funds required versus funds available, community wishes, KDFN’s Strategic Plan priorities etc. Listing a potential project in the Integrated Community Sustainability Plan also means that other levels of government are aware of KDFN needs and interests.

Kwanlin Dün First Nation Integrated Community Sustainability Plan

1.0 INTRODUCTION

KDFN is a self-governing First Nation and major private landowner in Whitehorse the capital and economic centre of the Yukon. (See **Figure 1**) Over 75% of the Yukon's population lives within Kwanlin Dün traditional territory.

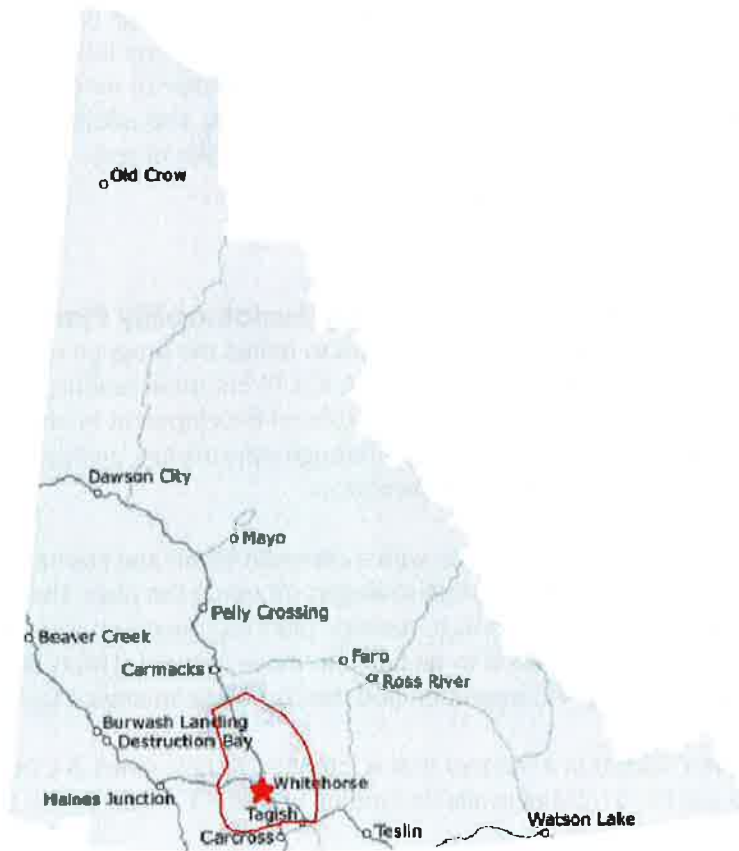


Figure 1: Location & KDFN Traditional Territory Boundary

1.1 Gas Tax Program

The Gas Tax Program is part of Canada's New Deal for Cities and Communities. The Municipal Rural Infrastructure Fund (MRIF) and Canada-Yukon Strategic Infrastructure Fund (CSIF) were designed as application driven initiatives to meet targeted national and territorial government infrastructure priorities. The Gas Tax Agreement is different. It is intended to provide a direct funding source to local governments including First Nations to undertake locally defined priorities. The primary focus is still sustainable infrastructure and the First Nation can use its' share of funding for its own projects or to leverage additional federal and territorial funds for projects of common benefit.

In effect the Government of Canada is rebating a portion of its' share of gas tax funds collected every time someone purchases fuel for home heating, gas for the family car etc. The program will provide KDFN with access to \$2.15M dollars. As of March 31,2010 there is \$785,260 in a trust account administered by Yukon. Over the remaining 5 years of the program, KDFN will be able to access an additional \$330,636 per year for eligible projects. Funds not expended one year can be carried forward to the next. KDFN cannot access those funds until it completes this Integrated Community Sustainability Plan.

It is important to note that if KDFN chose to do so, it could leverage up to \$6.45M by partnering with the territorial and federal government on projects of common interest. Similarly it could also partner with the Ta'an Kwäch'än Council or City of Whitehorse to make up its one-third share of such projects where the benefits would accrue to all parties. This additional flexibility is intended to encourage inter-governmental coordination and economies of scale.

2.0 PREPARING THE PLAN

2.1 What is an Integrated Community Sustainability Plan?

The Government of Canada developed this term to reflect the program objectives and focus. ICSP's are similar to an Official Community Plan (OCP) but more holistic, considering all four pillars of economic, environmental, social and cultural development in an integrated fashion. These plans are about using resources wisely through stewardship, and governance practice, acting responsibly today for our children tomorrow.

Community sustainability planning starts with a common vision and commitment to act on the issues, opportunities and implementation strategies set out in the plan. The first step is building a strong foundation (e.g. legislation, policy, strategic planning) based on a clear, common vision, then determining what actions need to be taken to move forward. This ICSP takes its direction from KDFN values, the KDFN Constitution and the corporate Strategic Plan, April 2007.

This ICSP has been drafted in a manner that is intended to help Chief & Council determine what KDFN wants to use the \$1.2M of available funding from the Canada Yukon Gas Tax Agreement for.

Other issues, opportunities and needs are presented and discussed briefly to provide context and an understanding of how they relate to each other so consequences associated with different choices can be understood. The ICSP will also provide useful background information for the next corporate Strategic Plan that is currently getting underway.

2.2 Plan Preparation Process

The following steps were undertaken to prepare this plan:

- A listen and learn phase was introduced at the beginning where the consulting team interviewed department heads to identify opportunities, constraints, potential eligible projects and issues of significance for ICSP planning;
- A public display and questionnaire was prepared and administered at a community meeting October 2nd 2009. Twenty-eight responses were received from those present;
- The consulting team reviewed existing policy documents such as the 2005 Strategic Plan, Kwanlin Dün – Program Review Status Quo and 2008-09 Financial Statements; Heritage, Lands and Resources Department Strategic Plan 2006 and Capital Plan 2008, Kwanlin Dün Land Claim and Self-government Agreements, Kwanlin Dün Constitution and recent General Assembly resolutions;
- A summary of key themes collected from the interview process and a review of available background information was presented to the co-executive directors at a meeting October 26th, 2009 and distributed to department heads for information;
- Discussions were held with the City of Whitehorse Sustainability Manager on city-wide sustainability initiatives and City Planning on the update of the Official Community Plan;
- A first draft of the ICSP was produced and circulated to department managers in December 2009 with comments received May 18, 2010; and
- A second draft incorporating the comments from the internal review was submitted July 14th, 2010.

Next steps include:

- Organizing a Directors meeting of department heads to review, propose and rank gas tax spending options and priorities;
- Briefing Chief & Council about ICSP highlights, funding expenditure options and suggested priorities;
- Making copies of the ICSP available to KDFN citizens for review and comment;
- Presenting plan highlights and Council identified priorities at a KDFN public meeting;
- Briefing the City of Whitehorse and Ta'an Kwäch'än Council;
- Incorporating feedback received into a final draft;
- Endorsing the ICSP by Council resolution;
- Submitting the final ICSP to the Government of Yukon with a request for release of funds.

2.3 Consultation with the City of Whitehorse

The City of Whitehorse completed their ICSP in 2007. It includes a specific commitment to work together. "The City of Whitehorse and Kwanlin Dün see benefits of working together on planning and infrastructure development. When those opportunities arise the two governments will work together¹". This acknowledges that both governments have some common interests and distinct differences that are best resolved through a positive working relationship.

¹ City of Whitehorse: Integrated Community Sustainability Plan, September 2007,p.64

A significant proportion of KDFN land lies within the Whitehorse municipal boundary. KDFN may build and operate its own infrastructure and exercise certain municipal like powers. However, both the Land Claim and Self-governing Agreements acknowledge that doing so may result in duplication of services, with significantly higher operational costs and less efficient service delivery.

The City of Whitehorse uses a hierarchical approach to integrated strategic planning. After each municipal election, the new Council develops a Strategic Plan for its 3-year term. As part of that process it reviews the OCP, the 5-Year Capital Plan and related documents such as the Parks & Recreation Master Plan and citywide Transportation Plan. It then creates an overall implementation workplan for the council term. KDFN could use a similar approach.

As an incorporated community, Whitehorse's legislative operating framework is already in place through territorial legislation. Kwanlin Dün as a self-governing First Nation and is still in the process of refining its governance structure and developing appropriate land management legislation (e.g. Lands Act).

The relationship between the City and the First Nation continues to evolve and there are specific clauses in both the Land Claim and Self-government Agreements that address matters of mutual concern. These include provisions that address cooperative land use planning, taxation, infrastructure provision and service delivery.

The 2007 City of Whitehorse ICSP outlines a range of projects that will benefit KDFN interests either directly or indirectly. The City of Whitehorse vision statement appears to be mutually supportive of general First Nation principles and interests. The vision statement reads:

“Whitehorse will be a well planned self sustaining community that is a leader in energy conservation and innovation that maintains and conserves wilderness spaces for future generations. Whitehorse will continue to strive for a better quality of life that is reflected in its vibrant economy and social life.” (City of Whitehorse 2007 ICSP, p6)

Chief Mike Smith sent a letter to Mayor Bev Buckway stating KDFN's intention to prepare this ICSP. Shannon Clohosey Sustainability Projects Manager for the City was identified as the contact person for technical input.

A list of projects planned by the City of Whitehorse of relevance to KDFN was compiled by Ms. Clohosey and is outlined in **Figure 3**.



Figure 2: City of Whitehorse Integrated Community Sustainability Plan Image

Figure 3: City of Whitehorse Gas Tax Projects & Current Status

Project	Number	Dept	Status
Lagoon Monitoring Wells	2008-001	Eng/PW	Completed
Permanent Water Sampling Stations	2008-002	PW	In progress
Sidewalk Upgrades	2008-003	Eng	In progress
Selkirk Well Field Development	2008-004	Eng/PW	In progress
Livingston Trail Lagoon Outfall Pipe	2008-005	Eng/PW	In progress
City-wide Compost Program Improvements	2008-006	Eng	In progress
Porter Creek Reservoir Upgrade	2008-007*	Eng	Deferred by City
Bike Racks & Lockers	2008-008	P&R	In progress
Upgrade Public Safety Building to LEED standards (Fire Hall #2 Replacement)	2008-009	MSS	In progress
<i>Water Cross Connections - Bleeders (TCB's)</i>	2009-007	Eng	In progress
<i>Waste Composition Audit</i>	2009-008	Eng	In progress
<i>Lift Station Wet Well Upgrades</i>	2009-009	Eng/PW	In progress
Gas Tax Environmental Co-ordinator	2009-010	Planning	In progress, funded internally
<i>Enviro Coordinator</i>		<i>Planning</i>	<i>In progress</i>
Asphalt Trail Connections Phase I	2009-015	Eng	In progress
Accessibility Upgrades			In ICSP, not submitted yet
Selkirk Pump House Improvements			Approved
Pumphouse and Recirculation Stations			In progress
Heat Reclamation from Ice Plant at CGC			In progress
<i>Marwell Electrical Lift & Power Upgrades</i>		<i>Planning</i>	<i>In progress</i>
<i>Macerator – PC Flush Tank</i>		<i>Planning</i>	<i>In progress</i>
<i>Ground Temperature Monitoring Stn</i>		<i>Planning</i>	<i>In progress</i>
<i>Transit Busses</i>		<i>Planning</i>	<i>In progress</i>
<i>Transit Public Engagement</i>		<i>Planning</i>	<i>In progress</i>
<i>Riverdale South Well Expansion</i>		<i>Planning</i>	<i>Approved</i>
<i>Development & Improvements to Landfill</i>		<i>Planning</i>	<i>Approved</i>
Infiltration Elimination Assessment City-wide			In ICSP, not submitted yet
Upgrade MSB to LEED Standards			In ICSP, not submitted yet
City-wide Water Meters			In ICSP, not submitted yet

Note 1: All projects in bold benefit KDFN and are open for possible collaboration.

Note 2: The projects in *italics* have been added to the list since the 2007 City of Whitehorse ISCP was prepared.

2.4 Consultation with Ta'an Kwäch'än Council

The Ta'an Kwäch'än Council was also sent an invitation to contribute to the KDFN process. Unlike the City of Whitehorse they have not completed their ICSP. Like KDFN, their working relationship with the City of Whitehorse is also evolving. It is expected to follow a similar pattern starting with service agreements such as the extension of infrastructure to support their own land development initiatives. Similarly, where both First Nations have land selections adjacent to each other, they may choose to collaborate on matters such as the extension of services that would benefit their own respective projects.

3.0 KDFN Community Goals & Values

Community goals and values have been extracted from the Kwanlin Dün Constitution, available documents and interviews with KDFN staff.

- **To maintain and preserve our relationship with the land, resources and living things on the land in the Traditional Territory of the Kwanlin Dün First Nation, now and into the future.**

KDFN values community, the Yukon River, the land, environment, all living creatures and the sustainability of these things for future generations. The land sustains Kwanlin Dün people's physical, spiritual, cultural and economic needs.

- **To preserve and promote our traditional languages, practices and culture.**

Kwanlin means "running water through canyon" in the Southern Tutchone language. Restoring this cultural connection to the Yukon River was a priority in urban land claim selections and in the decision to establish the new cultural centre at a prominent location on the Whitehorse riverfront.

Traditional knowledge is passed down through the generations by active participation in traditional activities and cultural practices. Youth are encouraged to learn through direct experience listening to Elders stories and legends and carrying out common activities that demonstrate values learned and their respect and connection to Mother Earth. Preservation of language comes through use. Elders continue to emphasize the essential role that their language plays in cultural preservation.

One hundred and eleven KDFN elders² make up the Elders Council that advises Chief & Council on issues facing the Kwanlin Dün community. The Elders Council provides a forum for the discussion of traditional values. It allows elders a way to provide traditional value input into all KDFN policies. The council also provides elders with a direct and meaningful link to the rest of the KDFN community.

- **To protect our youth and children, instil in them an awareness of their aboriginal identity and values, promote their education and enhance their future.**

Kwanlin Dün works with all their beneficiaries to get them the training and education that they want and/or need for the career or job of their choice. KDFN is working with the Government of Yukon and Yukon College to provide alternative delivery methods and make effective use of the House of Learning. Visibly showing people in the community that citizens are actively involved in basic and continuing education generates more interest and peer support. KDFN is also considering taking over responsibility for education including the possibility of building a separate school within the McIntyre subdivision.

The Youth Council represents KDFN youth to Chief & Council and provides input on programs, needs and concerns of all KDFN youth. Youth council members are between the ages of 14 and 20.

² Loretta Edzerza, Executive Director; Personal Communication

- **To strive for economic, community, spiritual and personal well-being.**

The Economic Development Department mandate is to “oversee all economic development projects and intends to generate profits for the KDFN and provide employment and job-training opportunities for its members.”

The Heritage, Lands & Resources Department is currently working on a Lands Act that will outline how KDFN land can be used as well as how citizens can lease parcels of KDFN land.

- **To express and protect our aboriginal rights and our rights under the Kwanlin Dün First Nation Final Agreement**

The objective here is to ensure that land claim implementation and self-government provisions are implemented efficiently and effectively. Where necessary Chief & Council are obligated to take such measures as are necessary to enforce the terms and conditions set out in the agreements.

- **To exercise effectively the power of the Kwanlin Dün First Nation.**

The intent of the self-government agreement is to transfer power and responsibility including accountability to the First Nation in those areas where KDFN chooses to exercise its governance powers. The transfer of power including the devolution of programs previously delivered by other governments is part of the larger journey to self-reliance.

3.1 ICSP Vision Statement

The goals and objectives identified above have been distilled into a potential vision statement capturing the essence of KDFN’s perspective on sustainability. The vision will continue to evolve over time as Chief & Council implement this plan.

Certain fundamental beliefs underlie this vision. These include:

- A fundamental respect for nature and natural systems and obligation for intergenerational stewardship;
- An appreciation of the necessity to preserve language and culture as a fundamental part of who Kwanlin Dün people are; and
- A recognition that strength and progress comes from a clear, collective vision and sense of identity.

The concept of “common-unity” is derived from the word community and the concept of collective action towards clear goals. It is rooted in the idea that each individual Kwanlin Dün citizen has to “be the change they want to see”. In other words it is through individual responsibility that collective action is achieved. All citizens have a role to play in moving forward for Kwanlin Dün to achieve a healthy sustainable future.

Small incremental and visible steps are needed to promote community stability, build self-esteem and pride in Kwanlin Dün as a progressive, focused and unified First Nation. A fundamental attitude shift is needed to break the cycle of dependency. Independence, self-sufficiency and choice are achievable outcomes when that occurs. The components of the holistic approach envisioned in the ICSP vision statement are reflected in **Figure 4**.



Figure 4: Common Unity- A healthy, sustainable future

The following is the vision statement for KDFN's first Integrated Community Sustainability Plan:

KDFN will strive for common unity by honouring our traditions, culture and language. We will become a progressive, unified, healthy and self-reliant First Nation, that leads by example. We respect our natural world and commit to stewardship of the lands and resources within our traditional territory. We are strong, proud people that together will heal, nourish and grow our physical, emotional and spiritual self contributing positively to the community in which we live, work and play.



Figure 5: Sod turning Ceremony Kwanlin Dün Cultural Centre

3.2 Sustainability in our Eyes

The Kwanlin Dün Constitution provides clear direction on how sustainability, in the eyes of the Kwanlin Dün, may be interpreted. Sustainability means: “maintaining and preserving our relationship with the land, resources and living things on the land in our traditional territory, now and into the future. We will measure our progress and success in visible, tangible ways³.”

The proposed performance measures are set out in **Figure 6** on the following page. The goals are taken directly from the KDFN Constitution. The actions and outcomes were derived from General Assembly resolutions, interviews with staff, a review of departmental activities and key documents such as the Strategic Plan. The outcomes include a blend of broad, descriptive measures and specific, quantifiable performance targets that can be followed over time.

³ KDFN Constitution

Goals	Actions	Outcomes
To maintain and preserve our relationship with the land, resources and living things on the land within our traditional territory now and into the future.	<ul style="list-style-type: none"> • Participate in all co-management processes • Collect and monitor environmental health and climate change • Complete Lands Act • Institute local and regional land use planning • Educate our youth and the public at large in land stewardship. 	<ul style="list-style-type: none"> • Level of consistent traditional use • Healthy, sustainable fish/wildlife populations • Completed land use plans
To preserve and promote our traditional Languages, practices and culture.	<ul style="list-style-type: none"> • Record elder oral history • Offer language programming for all ages • Support and promote FN art/cultural activities • Involve elders in program design/delivery 	<ul style="list-style-type: none"> • Level of knowledge and use of traditional language/culture • Level of citizen participation
To protect our youth and children, instil in them an awareness of their aboriginal identity and values, promote education achievement	<ul style="list-style-type: none"> • Teach respect by example • Provide safe, positive learning environments and on the land intergenerational experiences for all citizens 	<ul style="list-style-type: none"> • Increase in school graduates • Level of youth participation in community development and traditional recreation activities
To strive for economic, community, spiritual and personal well-being.	<ul style="list-style-type: none"> • Foster a strong, positive and balanced lifestyle • Encourage healthy recreational choices • Provide educational support for all ages • Celebrate KDFN arts, culture, language achievements 	<ul style="list-style-type: none"> • Tangible reduction in drug and alcohol abuse in all age groups • Range of employment choice and participation rates • Visible increase in community participation rates • Reduction in crime
To express and protect our aboriginal rights under the Kwanlin Dün First Nation Final Agreement	<ul style="list-style-type: none"> • Respect constitutional rights and entitlements of KDFN citizens • Speak with a consistent, unified voice • Participation in all co-management opportunities (e.g. land use planning, fish & wildlife management and heritage site protection) 	<ul style="list-style-type: none"> • Success of legal and political interventions • Quality & completeness of KDFN legislation and policy • Effectiveness of completed co-management plans and processes to address KDFN interests • General public awareness and respect for KDFN laws and practices
To exercise effectively the power of the Kwanlin Dün First Nation.	<ul style="list-style-type: none"> • Provide positive, honest, open progressive government, led by accountable and democratically elected leaders • Administer in an effective and efficient manner all services and programs provided to citizens; support and represent the interests of all citizens in relation to various governments at the local regional, territorial and national levels. 	<ul style="list-style-type: none"> • Increase in services provided/used from own source revenue generation • Level of transparency and citizen participation in decision making • Level of community pride • KDFN business success

Source: Constitution of the Kwanlin Dün.

Figure 6: Performance Measures

4.0 FIRST NATION PROFILE

The following is a historical overview and general profile of the First Nation today. It leads into Chapter 5 Community Assessment that looks at current needs, sustainability issues and opportunities. Subsequent discussion of options and priorities for action follow in Chapter 6.

4.1 History

The word Kwanlin is derived from the Southern Tutchone word meaning “running water through canyon⁴” reflecting the importance of the Kwanlin Dün people’s connection to the Yukon River and the Miles Canyon area in particular. Traditional life changed with the establishment of Whitehorse. It became the transportation and communications centre for people and goods headed for the Klondike Gold Rush. As the head of rail and departure point for the sternwheelers headed downriver to Dawson City, the community grew slowly until the start of WW2, and the building of the Alaska Highway. As far back as 1900 Chief Jim Boss of the Ta’an Kwäch’än recognized that new people moving into the area were gradually displacing First Nation traditional use of the Yukon River valley. He approached Canada at that time with a request to negotiate a land claim agreement. Over a 100 years later this is now a reality.

The KDFN Land Claim and Self-Government Agreements came into effect April 01, 2005 two years after a similar agreement with the Ta’an Kwäch’än was completed. Of relevance to this plan, the First Nation now has title and rights to 35 km² or approximately 8.5% of the land within the City of Whitehorse (See **Map 1**). KDFN also has rights under their Final Agreement to another 1,007 km² outside the city, for a total land base of 1,042 km².

The KDFN site selections reflect a wide range of strategic objectives including environmental and heritage protection, traditional use and properties that are strategically located for their economic development potential (**Map 2** shows all KDFN lands within KDFN Traditional Territory).

KDFN started out as the Whitehorse Indian Band in 1953 when the Canadian government decided that all First Nations living between Marsh Lake and Lake Laberge should be amalgamated into one band for administrative simplicity. This amalgamation ended in 1998 when the Ta’an Kwäch’än separated from the Band to form an independent First Nation. The Whitehorse Indian Band then evolved into the Kwanlin Dün First Nation we know today.

KDFN citizens today can trace their roots back through inter-marriage to other Yukon First Nations including the five with overlapping traditional territories. While people can only be a beneficiary of one First Nation, it is not uncommon for families to have a spouse belonging to another First Nation. Given the choice, many rural beneficiaries married to a KDFN member opt to live in Whitehorse because of the community’s size, opportunities for employment and proximity to services that are not available in their own rural community.

⁴ Kwanlin Dün Website



- Legend
- TYPE 1 PARCELS*
 - RESIDENTIAL
 - COMMERCIAL
 - LIGHT INDUSTRIAL
 - TYPE 2 PARCELS*
 - RESIDENTIAL/COMMERCIAL
 - COMMERCIAL/INDUSTRIAL
 - TYPE 3 PARCELS*
 - RESIDENTIAL/COMMERCIAL/INDUSTRIAL

* Type 1 parcels KDFN can "enact a law in relation to a Land-Based Power".
 * Type 2 parcels KDFN can "enact a law in relation to a Land-Based Power other than Public Health and Safety Power or the Planning, Zoning and Land Development Power" unless in coordination with the City of Whitehorse.
 * Type 3 can "enact a law in relation to a Land-Based Power other than Public Health and Safety Power or the Planning, Zoning and Land Development Power".

Source: Kwanlin Dun First Nation Self-Government Agreement, (February 2005) p. 39.

WHITEHORSE CITY LIMIT O.L.C. 1987/17

Client:

Kwanlin Dun First Nation
 35 McIntyre Drive
 Whitehorse Yukon
 Y1A 5A5

Scale: 1:130 000

Date: July 07, 2010

Drawn: MA

Checked: IR

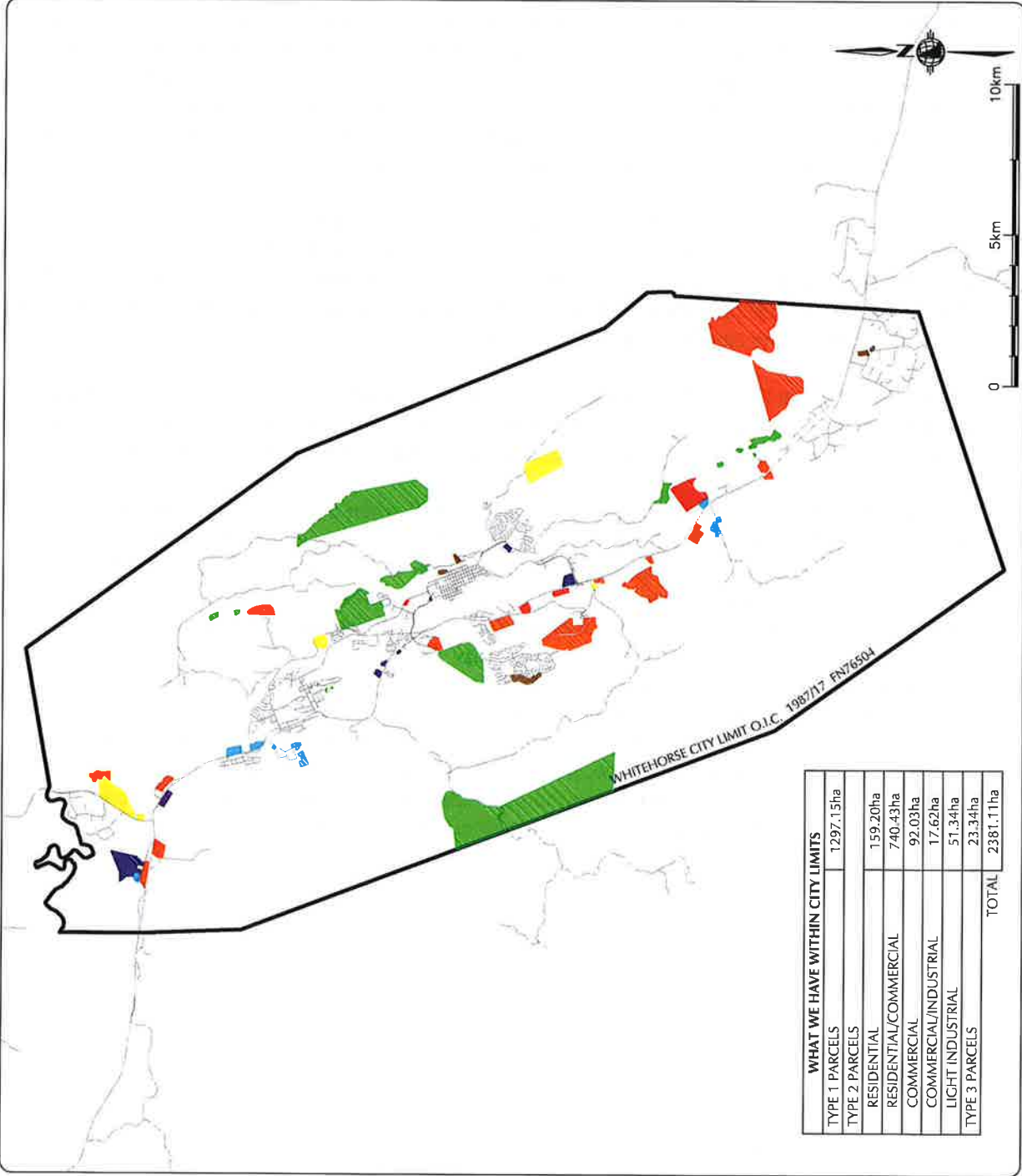
Project #: KDFN 09-01

Drawing File: KDFN_LANDS_IN_COW_MAJ2010-07-07

Drawing Title:

KDFN FUTURE LANDS USE INTENT

MAP 1



WHAT WE HAVE WITHIN CITY LIMITS	
TYPE 1 PARCELS	1297.15ha
TYPE 2 PARCELS	
RESIDENTIAL	159.20ha
RESIDENTIAL/COMMERCIAL	740.43ha
COMMERCIAL	92.03ha
COMMERCIAL/INDUSTRIAL	17.62ha
LIGHT INDUSTRIAL	51.34ha
TYPE 3 PARCELS	23.34ha
TOTAL	2381.11ha



- Legend**
- KDFN Land Selections
 - WHITEHORSE CITY LIMIT O.I.C. 1987/17 FN76504
 - Individual Land Selections
- Land within City of Whitehorse 35 km²
KDFN Land 1,042 km²

Client: Kwanlin Dun First Nation
35 McIntyre Drive
Whitehorse Yukon
Y1A 5A5

Scale: NTS
Date: July 07, 2010
Drawn: MA
Checked: IR
Project #: KDFN 09-01
Drawing File: KDFN_LANDS_IN_COW_MA2010-07-07
Drawing Title:

KDFN LANDS WITHIN TRADITIONAL BOUNDRY

MAP 2



Kwanlin Dun First Nation
Traditional Land within Yukon

KDFN Traditional Territory
Whitehorse City Limits



When the Alaska Highway Pipeline did not proceed, there was a surplus of newly developed lots and the opportunity arose in 1988 for the First Nation to relocate from the “old village” centred in the Marwell area. The McIntyre area now contains approximately 200 housing units, four times the number that existed in 1988 within the “old village”. Only a portion of the McIntyre subdivision has been planned and developed to date. As part of the Land Claim Agreement the First Nation also acquired lands elsewhere within and surrounding the city with residential, commercial, industrial, and recreational development potential. Some sites are already serviced, or can be serviced while others will require substantial infrastructure investment to develop.

It is important to understand that when the McIntyre area was designed in 1979, it was planned as a suburban neighbourhood not as a distinctive community, which it is becoming. There is sufficient land within the McIntyre subdivision to accommodate the First Nation’s predicted growth needs for the next 20-25 years. However, not all KDFN citizens want to live in an urban setting or specifically in McIntyre. Citizens are pressing Chief & Council to provide more lifestyle choice and housing options both inside and outside city limits. .

4.2 Population

The population of Whitehorse was 25,636 in June 2009 and grew to 25,690 in December 2009. This is approximately 75% of the Yukon’s population.⁵ The 2006 Census identified 3,085 people of aboriginal origin living in Whitehorse or 12% of the city’s population.

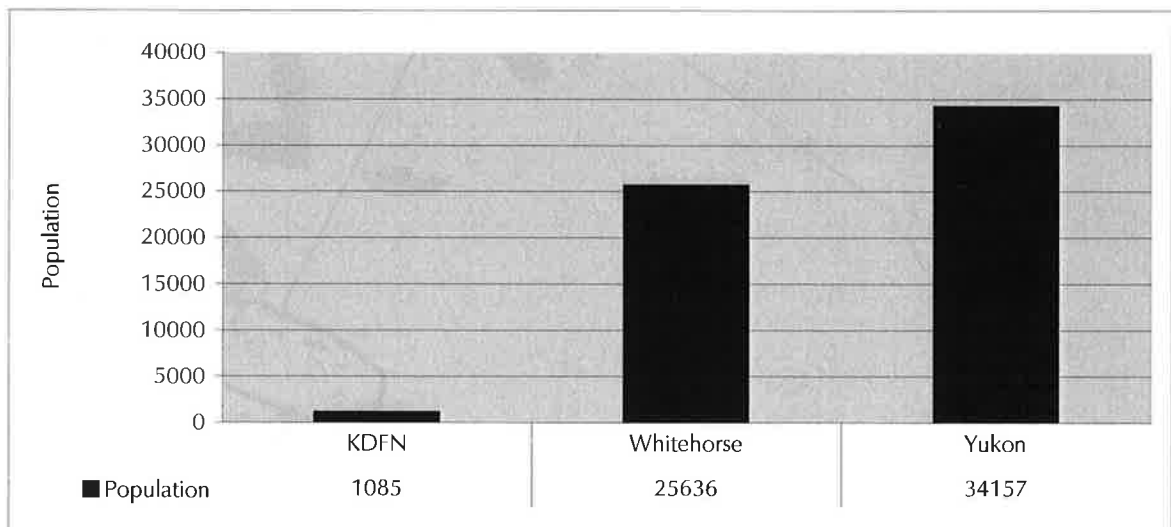


Figure 7: KDFN Whitehorse/Yukon Population Comparison

Population data was derived from a variety of sources including the 2006 Census (Aboriginal Identity by Census Subdivision), the Yukon Bureau of Statistics, internal KDFN records (e.g. enrolment data) and interviews with staff.

⁵ Yukon Bureau of Statistics. Monthly Statistical Review, May 2010
http://www.eco.gov.yk.ca/stats/pdf/population_jun_2009.pdf. Retrieved August 2009.

KDFN currently has 1,085 citizens of which 67% or 725 are beneficiaries. Assuming the general proportional ratio has not changed in the past three years, KDFN citizens likely make up between 40-45% of Whitehorse's aboriginal population but only 4% of Whitehorse or 3% of Yukon's population as of June 2009. KDFN's population breakdown is very similar across all age ranges. The following tables compare the First Nation's demographics to Whitehorse and Yukon as a whole.

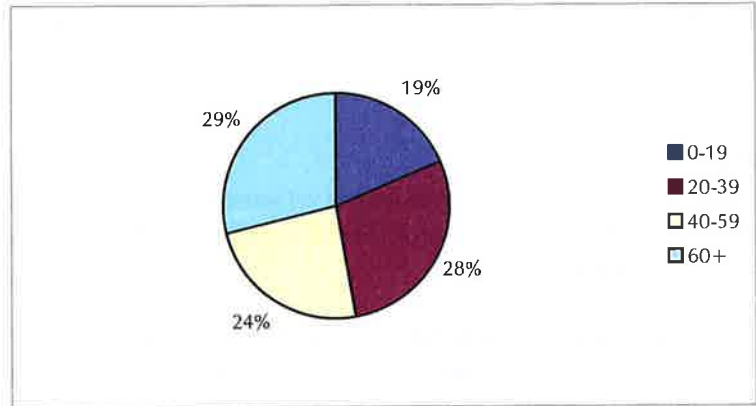


Figure 8: KDFN Population Demographics

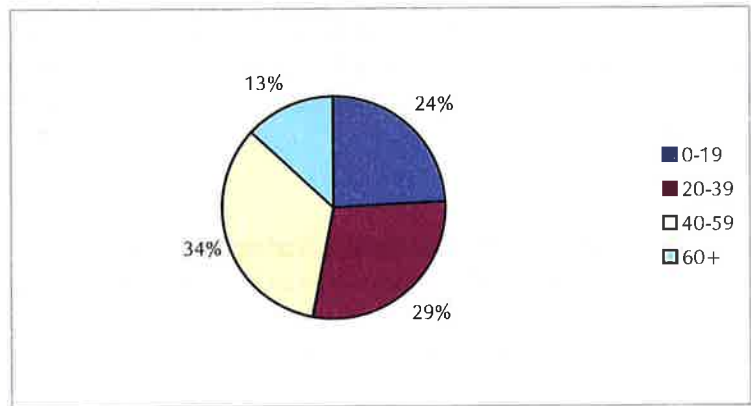


Figure 9: Whitehorse Population Demographics

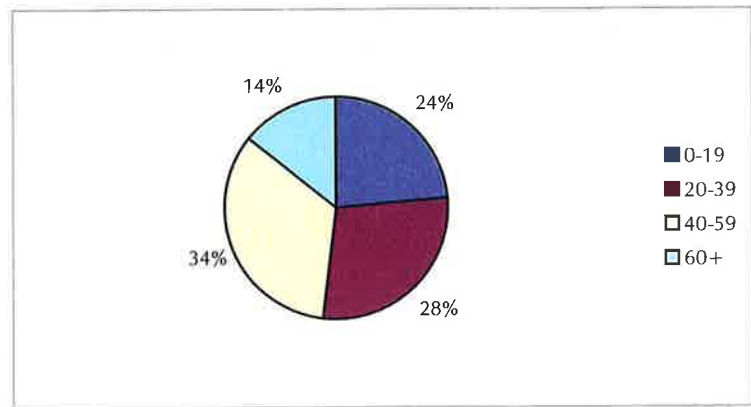


Figure 10: Yukon Population Demographics

The charts above show KDFN, Whitehorse and Yukon all have around half of their population less than 40 years of age. Interestingly, the proportion of KDFN young people is 5% lower than Whitehorse or Yukon. This implies a trend towards a lower birth rate contrary to national data where First Nation birth rates are generally higher than the population at large. The proportion of the KDFN population in their prime earning years of 40-59 is also 10 points lower than either the City or Yukon as a whole. At the same time the proportion of KDFN seniors over 60 is substantially higher than Whitehorse or Yukon. The data doesn't account for in-migration or emigration and should be used with caution.

4.3 Governance

KDFN's new governance structure is comprised of a General Assembly, Chief and Council, Elders Council, Youth Council and Judicial Council. Based out of the McIntyre area, KDFN functions as an independent government.

KDFN currently employs approximately 80 (FTE) positions in 8 departments (administration, community services, economic development, finance, governance secretariat, health & justice, heritage, lands & resources, human resources, education & social assistance). Approximately 60% are First Nation citizens⁶. All these services are located in the McIntyre Area spread out in seven buildings of varying ages including portable trailers. The First Nation also has a Development Corporation that manages various businesses in whole or in part spread out through the City. The First Nation also provides term and seasonal employment that is often project proposal driven and retains consultants and other specialists on an "as required" basis to supplement capacity requirements.

4.4 Community Sustainability & New Strategic Plan

KDFN faces additional challenges and opportunities as it moves forward with self-government, the transfer of service responsibilities and the development of a sustainable First Nation future. These governance matters are to be addressed through a new corporate Strategic Plan.

While some issues are discussed in this ICSP particularly as they relate to infrastructure, the two documents have separate objectives. The Strategic Plan reflects Chief & Councils overall management and operational direction to staff. The ICSP identifies sustainability considerations and is a supporting document that is considered during the Strategic Plan preparation process.

⁶ Peter Turner, KDFN Economic Development Department. Personal communication.

5.0 COMMUNITY ASSESSMENT

This section summarizes the present condition of community assets and programs from a sustainability perspective. Issues and opportunities are discussed briefly and potential projects eligible for gas tax funding described.

5.1 State of Housing & Infrastructure

Presently KDFN has 229 rental dwelling units in the McIntyre and Crow Street subdivisions. Other beneficiaries own, rent and lease in the Whitehorse area and elsewhere. The majority of housing units are single-family residences containing one, two and three bedrooms. There are also some duplexes and three small apartment complexes. Everyone currently pays a flat rate rent of \$350/month. This is well below equivalent private sector market rates in Whitehorse.

According to department staff, the majority of KDFN provided housing is substandard. There are many reasons for this ranging from initial poor construction to inadequate ongoing maintenance. A significant proportion of the housing stock, particularly in McIntyre, is not lasting as long as it should. To expedite KDFN's move to McIntyre, a construction company was hired to build the new housing units as quickly as possible using DIAND's maximum unit construction price for the Yukon. While this provided an incentive to build quickly there was insufficient quality control. This has resulted in higher than normal maintenance costs including problems with mould, heating and ventilation and structural problems. Together these additional costs have significantly reduced building life⁷. KDFN received \$2.4M under the Northern Housing Trust and these funds were all spent on deferred maintenance costs for basic repairs and renovations related to health and safety concerns⁸.

Deferred maintenance is a symptom of insufficient revenue generation, poor initial construction, inadequate asset management procedures, and deficiencies in housing policy and tenant behaviour (e.g. willingness to pay rent). **Figure 11** below provides an insight into the size and scope of the present deficit.

Condition	Current Housing	Current Housing %	Estimated Cost Per Unit/\$2009	Total Projected Cost/\$2009
Adequate	23	10%	500. – 1,000	11,500 - 23,000
Minor Renovations	46	20%	1,001– 10,000	46,046 - 460,000
Major Renovations	138	60%	25,000 – 50,000	3,450,000 - 6,900,000
Replacement	22	10%	\$150,000 *	3,300,000
Total Number	229	100%		\$ 6,807,546 - 10,683,000

Figure 11: KDFN Current Housing Condition Status & Projected Cost⁹

⁷ Loretta Edzerza, Executive Director. Personal communication

⁸ Gary Bailie, Director of Community Services. Personal communication

⁹ Housing Department Staff Estimate 2009

For definition purposes, “adequate” means housing that is up to code, in good repair and generally less than a decade old requiring normal yearly maintenance actions of \$500-1,000. Minor renovations are houses requiring cosmetic repairs mainly as a result of general “wear and tear” and likely to cost less than \$10,000/unit.

Major repairs applies to homes that have reached their mid life point (approximately 20-25 years) under normal wear and tear where reinvestment is required to extend their building life by at least 10-15 years. These repairs include bringing homes up to current building code standards, replacing roof shingles, furnaces, windows, bathroom and kitchen fixtures, adding insulation etc. Costs will range from \$25-50,000 a unit and may be higher depending on the amount of deferred maintenance and tenant care.

KDFN citizens continue to live in substandard housing for a variety of reasons including affordability, proximity to family and friends and location. Results from a questionnaire distributed at the community meeting held October 2, 2009 suggest drugs, alcohol, poor living conditions, noise and too many dogs were factors behind why McIntyre residents wanted to move out of McIntyre. The visual appearance of development in McIntyre also does not promote pride of place or demonstrate tenant interest in contributing to general property maintenance. Citizens who responded to the October 2009 survey almost unanimously shared this view.

The Canada Mortgage & Housing Corporation social housing subsidy requires the First Nation to maintain a capital reserve account and charge rents geared to income. KDFN prefers to charge a flat rate. The CMHC housing subsidy is based on a 2% formula that takes into account the highest current available mortgage interest rate. When these rates are low, the subsidy is low and does not cover the true costs of program administration, insurance, future replacement reserves and repairs and maintenance¹⁰.

KDFN faces a unique challenge in addressing community housing needs especially within the McIntyre subdivision. When the lands were transferred to KDFN they included a partially developed subdivision with a capacity far exceeding their financial resources to build housing on. As a result many of these services have lain unused for over 30 years and need to be refurbished as they deteriorate with time. The surface works including roadway paving, sidewalk installation etc all need to be completed and brought up to current standards.

The in-ground services are now at the point where reactivation costs are quickly increasing. Although designed for phased development, it was never contemplated that they would lie vacant for this length of time, hence signs of deterioration from lack of use. Quest Engineering Ltd confirmed these problems in 2008¹¹ when a partial reactivation was undertaken for the new seniors housing. There are certain economies of scale in refurbishment of infrastructure and certain windows of opportunity to obtain external funding support. In addition to being gas tax eligible, this type of project would fit with the Build Canada economic revitalization initiative that is infrastructure oriented. Housing construction is not eligible.

¹⁰ Loretta Edzerza, Executive Director. Personal communication

¹¹ Rick Savage, Quest Engineering Ltd. Personal communication

Refurbishment of this infrastructure is anticipated to be less expensive than developing new areas from scratch. This means any cost savings on lot servicing, leaves more funds available for new home construction.

KDFN has less than 40 serviced lots in inventory ready to build on. Of that total 17 are located in the Crow Street subdivision. McIntyre has the capacity for an additional 300 lots of which 200 were partially serviced in the 1970's (**Map 3**). This is the infrastructure that requires refurbishment.



Figure 12: Vacant Partially Serviced Lots in McIntyre

The housing and infrastructure issues go hand in hand. To date, capital funds for infrastructure are often diverted to housing upkeep to address immediate health and safety issues such as mould.

KDFN has no standards for construction, clear housing policy or long-range strategy for addressing housing issues and infrastructure refurbishment. With insufficient resources, housing staff is faced with reacting in an ad hoc manner to the challenges of the day. Inconsistent policy application has been brought up during several past General Assemblies. Difficult policy choices need to be made, adopted formally at a General Assembly and then consistently enforced.

The new housing that has been built in recent years is primarily single-family dwellings, which is not consistent with current KDFN demographics where 45% of the population is single. Family needs continue to take priority. Until 2008-09 no special senior housing had been built, yet the First Nation has a significant number of seniors. The population data confirms more attention should be given to the amount, type and location of housing provided for seniors and single people. It also suggests that greater variety and flexibility in housing form may be required to meet citizen needs in future.

The population data doesn't tell us how many seniors live with other family members now or anything about family size and composition. Rather, it suggests the Community Services Department needs to conduct an updated housing survey. The survey should be designed to get more refined quantitative and qualitative information about present and future housing needs. It should also spell out which gaps and future planning options should be considered first.



Legend
 Developed Lots

Vacant Serviced Lots

Vacant Partially Serviced Lots
 (Require underground services reactivation and road/sidewalk completion)

Surveyed, Undeveloped Lots

Client: Kwanlin Dun First Nation
 35 McIntyre Drive
 Whitehorse Yukon
 Y1A 5A5

Scale: 1:7500

Date: July 07, 2010

Drawn: MA

Checked: IR

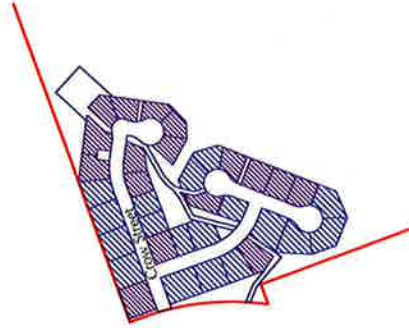
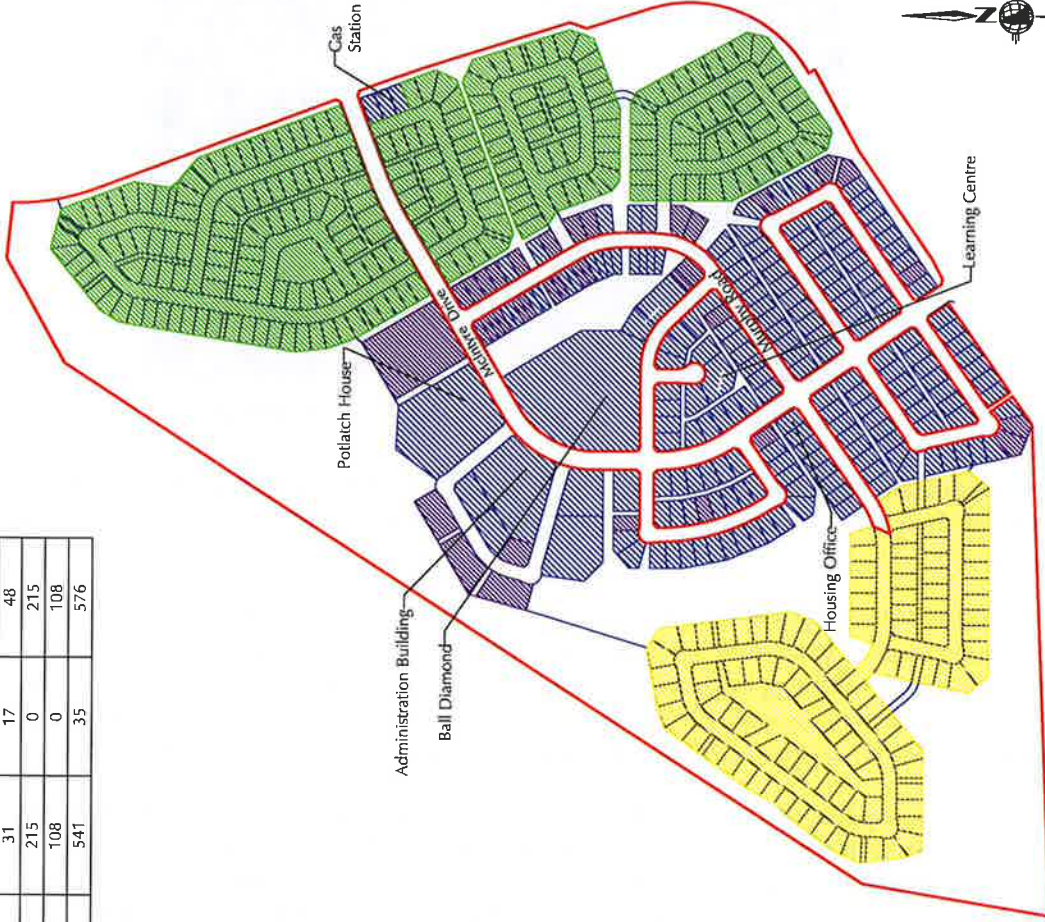
Project #: KDFN 09-01

Drawing File: KDFN_LOTS_AVAILABLE_MAK2010-07-07.dwg
 Drawing Title:

KDFN LOTS AVAILABLE

MAP 3

KDFN LOT AVAILABILITY	AREA	# OF LOTS MCINTYRE	# OF LOTS CROWSTREET	# OF LOTS TOTALS
DEVELOPED LOTS	23.44ha	187	18	205
VACANT SERVICED LOTS	6.31ha	31	17	48
VACANT PARTIALLY SERVICED LOTS	24.42ha	215	0	215
SURVEYED UNDEVELOPED LOTS	13.92ha	108	0	108
TOTAL	68.09ha	541	35	576



Three sixplex's (**Figure 13**) were constructed in the 1980's in an effort to provide a greater range of housing options particularly for singles and couples without children. The buildings have not been successful and are now used, as temporary social housing while a decision on their future is pending. It is generally believed that the buildings were the root of more social problems than they helped resolve¹².



Figure 13: Sixplex used for Social Housing

Dissatisfaction with current housing was identified as a priority issue at the 2009 fall General Assembly. Administration was subsequently directed to prepare an updated housing policy for a meeting in 2010.

The typical First Nation housing deficit can be traced to the following causes:

- Unrealistic housing budgets – chronic under-funding leading to poor initial construction and deferred maintenance;
- Unrealistic rents that bear no relation to actual maintenance costs with no allowance for a capital replacement reserve;
- Lack of clear housing policy covering housing eligibility, rental arrears, tenant responsibilities;
- Inadequate record keeping for preventive maintenance and capital planning;
- Missed opportunities to build internal business capacity; and
- Staff burnout from work overload, stress and lack of political support.

Kwanlin Dün is now faced with a dilemma. It needs to invest upwards of \$10M just to catch up with the maintenance backlog for the housing it already has, mainly in McIntyre. The most cost efficient approach to increasing the serviced lot supply is to fix up the un-used infrastructure in McIntyre, yet many citizens have expressed a desire for other housing options including land development outside the city. The First Nation does not have the funding, internal capacity, legislation or policy in place to accommodate all these requests. New funding sources will be required. At the 2009 General Assembly it was suggested that collecting rental arrears could recover some of the on-going costs. While this is a step in the right direction and ensures all tenants are treated equitably, it is difficult to determine how much can realistically be recovered given unemployment rates of up to 40%.

¹² Gary Bailie, Director Community Services. Personal communication

Studies completed by Inukshuk Planning & Development Ltd for the Council for Yukon First Nations between 2007 and 2009 identified that a large part of the housing problem comes from the fact that assets such as housing and infrastructure were transferred to First Nations on land claims settlement, on an “as is where is” basis without adequate catch up/keep up financial support.

In the past, only the Canada Mortgage & Housing Corporation required First Nations to set aside funds for the eventual replacement of housing initiatives they funded. DIAND on the other hand provided funds for housing and infrastructure on an as required basis, writing off the capital cost in the same year they were expensed. In most cases they did provide a modest level of support annually towards O&M, but they did not allow First Nations to set aside funds for eventual replacement. Thus, when assets were transferred to the Kwanlin Dün, there was no allowance for the actual age and condition of the assets transferred. The net result is that KDFN has assumed significant assets but also the associated liabilities that go with them adding to their deficit positions. Life cycle costing is also not used in budget projections so the true cost of ownership is not known or budgeted for.

The Inukshuk research showed that the typical rule of thumb for life cycle costing used by Canada includes 2% for asset replacement and 2-3% for O&M. DIAND also uses a formula that includes an isolation allowance relative to Whitehorse base costs. The research suggested that the life cycle cost differential between southern and northern Canada is actually much greater and First Nations should be setting aside 7-8% rather than the more typical 4-5%.

The First Nation does not have an effective asset management system in place to properly track the assets the First Nation owns or their true operational and eventual replacement costs. This means the First Nation does not have a true understanding of its liabilities and future financial risk exposure. The Auditor General of Canada is aware of these problems and has noted this issue in assessments of DIAND operations and other public account audits of government operations at the federal, provincial/territorial and municipal levels. The Public Sector Accounting Board (PSAB) establishes standards on how to account for and report tangible capital assets in government financial statements. A new accounting standard (PSAB 3150) is being accepted across Canada to better account for and report on these assets. First Nations can anticipate that they will be expected to comply with these standards though the implementation date has not yet been confirmed.

The first step is to develop a proper asset management system. With this new requirement a number of governments (e.g. Ontario, Alberta and more recently Yukon) have developed guidelines that can be used to develop such systems. A number of companies, particularly in Alberta have developed tracking systems and are now offering professional consulting assistance in setting up such systems. The Selkirk First Nation is presently considering such a system that would involve working with an Alberta company. KDFN is at a point in its self-governance evolution where it should consider implementing such a system.

KDFN has more options available to it to find viable solutions primarily because Whitehorse has a viable private sector market. The bigger issues relate to affordability, choice and KDFN citizens taking more responsibility for the housing they have been provided with. This includes some difficult choices.

Citizens need to take more responsibility for general maintenance and pay rents that as a minimum, cover maintenance costs. This will require policy changes. A housing reserve account also needs to be established and factored into rental fees.

KDFN is in the unique position where it could take advantage of its urban location and local market conditions to move away from being the sole provider of housing to its citizens. It also has the land base to build market housing that would be attractive to other Yukon First Nations who need to work and live in Whitehorse. Three First Nations, the Ta'an Kwäch'än, Teslin Tlingit and Carcross Tagish are also exploring land lease options to non-citizens as a way to generate new program revenues. KDFN has a number of land selections that could be developed in this manner for residential, commercial and industrial purposes inside and outside city limits. This option merits further analysis.

As a result of the referendum held June 15, 2010 at which the Settlement Land and Investment Governance policies were accepted, a Lands Act could now be prepared that incorporates a land lease option as a potential new revenue source. Similarly, at the 2009 General Assembly clear direction was given to Administration to update KDFN's housing policies.

KDFN participated in the recent Fish Lake planning study and has expressed interest to the Yukon Land Use Planning Council in seeing regional land use planning initiated in the Whitehorse region. KDFN has interests from both a landowner and governance perspective. For example, as a landowner and adjacent property owner with similar development potential, it has interests in the planning currently underway for the Stevens Quarry.

As a government, it also has a vested interest in ensuring that planning and development on crown lands within the traditional territory addresses KDFN's holistic interests in integrated land management and protection. To participate effectively on both levels KDFN has to develop a land use plan for its own settlement lands (**Map 2**). This work is within the mandate of the Lands Department. Once completed, that input would then be incorporated into an updated version of the ICSP.

5.2 Recycling & Waste Management

Garbage collection in the McIntyre Area and Crow Street area is provided by KDFN rather than the City of Whitehorse. Garbage is transported to the regional City of Whitehorse landfill facility where KDFN pays a monthly tipping fee.

The City of Whitehorse has implemented a new garbage collection and disposal system. The new system involves self-loading trucks with residents provided two portable bins, one for garbage and the other for compost. Garbage is collected one week and compostable materials the next. The City also provides a funding subsidy to the non-profit Raven Recycling Centre to support general material recycling. Whitehorse residents are responsible for bringing recyclables to the depot, sorting the material and depositing it in the appropriate bins. The program has been successful in reducing total waste and encouraging waste diversion.



Figure 14: KDFN Garbage Truck

Kwanlin Dün citizens have expressed interest in developing their own recycling program based out of the McIntyre area. At present each resident has a wooden garbage bin in front of each house. These bins are not well maintained, difficult to clean and generally unsightly. For citizens without a vehicle the Raven Recycling centre is too far to travel. A central pick-up point in McIntyre would be one option. Participating in the City of Whitehorse program would be another.

At the 2009 General Assembly KDFN citizens instructed the KDFN leadership to work towards developing a recycling pick up program in the McIntyre Subdivision in conjunction with the City of Whitehorse. Recycling initiatives are an eligible gas tax expense.



Figure 15: Garbage Container in front of McIntyre House

5.3 Sustainable Transportation

The existing Crow Street and McIntyre subdivisions include paved roads with curb, gutter and sidewalk and street lighting. Within city limits, the same standards apply to settlement and non-settlement land.

Scheduled bus service is also provided by the City of Whitehorse with pick up points in both subdivisions. KDFN citizens also have access to the City's handi-bus service for disabled people. While most existing KDFN urban residential areas are generally well served by transit, this is not the case for country residential subdivisions within city limits. No public transit is available outside city limits except for taxi service.

There is no data currently available that tracks KDFN citizen use of the transit system although the City has undertaken general surveys of ridership and bus route use for the community as a whole. In the context of citywide service, KDFN has access to the same standard of service as other citizens in a community of this size. Transit as a service only recovers 30% of the operating cost¹³. How and at what density, KDFN develops their urban lands can help or hinder transit use.

Transit upgrades, trails and similar investments are eligible for gas tax funding support. The City is committed to expanding its trail network and encouraging affordable, alternative transportation use. McIntyre is well connected to the city trail network. The weak link is the recreational trail network beyond city limits because it is generally unplanned and unmanaged. Many trails already cross KDFN land and access is taken for granted. KDFN needs to map this trail network and sign trails to make the general public aware when they are crossing KDFN land and what the rules are. This is a Lands Department responsibility and should be part of the land planning work for settlement lands.

KDFN could work with Whitehorse Transit to assess KDFN level of use and any constraints to access identified. Elders Transportation is made available through Health.



Figure 16: People getting on City of Whitehorse bus in McIntyre

¹³ Brian Crist, Whitehorse Manager of Operations. Personal communication

5.4 Green Energy

Green energy initiatives are eligible for both Gas Tax and Build Canada funding. Green energy projects can include either increasing supply or adopting energy conservation methods that reduce demand and the associated costs. Energy usage can be a significant fixed cost and is subject to external pressures KDFN has no control over. The First Nation can influence the amount of energy KDFN uses through building design, equipment use and the employment of specific energy saving technology. KDFN needs to undertake an energy audit to determine which approaches and measures are appropriate to KDFN needs. The next step would be to prepare a business case to justify specific investments.

On the supply side there are a variety of examples of how other First Nations are becoming involved in green energy. For example the Taku Tlingit have recently completed a hydro project to take Atlin off more expensive diesel generation. The Nacho Nyäk Dun is investing in the Wareham Dam upgrade in Mayo.

KDFN in conjunction with Yukon Housing is currently learning about super green construction techniques in their Ingram Subdivision multi-family housing project. The Government of Yukon has also initiated a variety of programs open to all Yukon residents where they can purchase more energy efficient appliances, replace furnaces and upgrade building insulation values.

KDFN staff indicates that almost all existing buildings and all but the most recent housing warrant energy efficiency upgrades¹⁴. Most governments have adopted a variety of tactics to address energy efficiency issues beginning with education and awareness, policy development, collaboration with other governments and implementation of energy demand management technology. Generally most governments are adopting a minimum LEED standard as KDFN has done in planning the new cultural centre.

The possibility of including ground source heat in the new cultural centre has been identified as a specific gas tax project that should be considered for use of gas tax funds.¹⁵ Completion of an energy audit would be the first step to assessing which other management options would produce the greatest return on investment either by reducing costs or generating new revenue. Such a study should be gas tax eligible.

5.5 KDFN Service Agreements

Kwanlin Dün has entered into a number of service agreements, principally with the City of Whitehorse. These service agreements make sense from both a service delivery and cost perspective recognizing logical economies of scale.

The agreement with the City of Whitehorse sets out how infrastructure on Kwanlin Dün land is connected into City of Whitehorse services. The following are the main points in the agreement:

- Roads in McIntyre are owned and maintained by the City (unfinished roads in this area must be constructed to Whitehorse city standards and can then be transferred to Whitehorse to maintain)

¹⁴ Gary Bailie, Director, Community Services. Personal communication

¹⁵ Saskia Bunicich, Director Economic Development. Personal communication

- Below ground water and sewer lines in McIntyre Area are also owned by the City of Whitehorse. Inactive lines must be brought up to city standards before they are handed over and then maintained by the city.
- The old village in Marwell and Crow Street area roads, water and sewer services are also owned, and managed by the City of Whitehorse once brought up to city standards;
- For any other lands KDFN owns within city limits KDFN has agreed that they will enter into development and service agreements similar to any other property owner and will also pay property tax in accordance with the terms of the Land Claim and Self-government agreements. These taxes may be reduced depending on what services KDFN chooses to provide that the City of Whitehorse might otherwise provide.

YECL and Northwestel provide power and telephone service respectively to the same standard as provided elsewhere within the city. No additional service agreements are in place at this time.

Service Provided via Agreement	Service Provider	Current End Date	Cost of Service	Rate Service (Good, fair or poor)	Will it be renewed?
Fire Protection Agreement	City of Whitehorse	On going	Included in Taxes	Good	Yes
Road maintenance/snow removal	City of Whitehorse	On going	Included in Taxes	Fair	Yes
Solid waste/recycling	Within KDFN	On going	Wages+fuel +tipping fees	Good	Yes
Water/sewer agreement	City of Whitehorse	On Going	Included in Taxes	Good	Yes
Police	RCMP	On-going	N/A	Good, includes field office in Administration Building	Yes

Figure 17: Existing Service Agreements

KDFN also owns its own water truck to provide water delivery to citizens living within and outside city limits. The need for a new truck has been identified. In addition to owning the vehicle, KDFN employs the driver who must take specialized training including regular recertification. The present situation illustrates one of the challenges KDFN faces in managing its operational expenses. One option is the status quo involving the purchase of a new water truck with the associated staff cost. A second option would be to tender out this service provision to the private sector. This would eliminate the capital equipment cost but also negate the need to employ a KDFN citizen as a driver. While this person could be reassigned, they may not want to be or there may not be a suitable position available resulting in the loss of an employee. Every government faces this challenge. The contracting out option may or may not be the appropriate solution but it should be considered when opportunities arise. All the consequences of such choices need to be understood before any decision is made.

5.6 Economic Development & Education

In February 2007, the Economic Development Department hosted a two-day workshop to prepare a draft Economic Development Strategy that was released for discussion in April 2007. Economic self-reliance was set as the principal goal. The draft strategy made it clear that the vision included more than wealth accumulation and growth in economic terms. "Success should be measured by the positive social, political, and economic impacts achieved and not just the number of jobs created or income generated¹⁶".

Economic development and education are an integral part of sustainable community development and neither can be successfully implemented without social development. That context was recognised in the 2007-08 Economic Development Strategy put forward to Chief & Council.

Four main goals were put forward in that strategy for consideration. These included:

1. Full participation in the northern economy by building the capacity of Kwanlin Dün's government, corporate institutions, businesses and people;
2. Establish strong and effective governance of Kwanlin Dün corporate institutions and departments and sound economic strategy;
3. Create wealth to sustain KDFN as a vibrant, self-reliant and culturally strong community; and
4. Establish KDFN as a major competitive actor that participates fully in the Whitehorse economy.

The strategy also acknowledged that it would take at least a decade to make substantial implementation progress. This included the incremental structural and administrative changes necessary to achieve specific objectives, build internal capacity and diversify KDFN's economic base. The department's mandate included implementing the specific economic measures and provisions of the Land Claim Agreement focused on building self-reliance. For example, the Yukon Asset Construction Agreement has been leveraged to create training and employment opportunities on projects as diverse as the airport terminal expansion, the new corrections facility and installation of underground services for the Ingram subdivision.

A number of successful joint ventures are also underway. In 2009-10 alone, KDFN citizens filled 66 positions.¹⁷ A partial list of businesses owned or operated by KDFN members is listed on the First Nation website.

KDFN also creates employment opportunities for beneficiaries through their Economic Development Department. Chapter 22 of the Land Claim Agreement includes a number of provisions to advance First Nation employment and economic development. The Yukon Asset Construction Agreement (YACA) is invaluable because it includes provisions to sole source certain contracts to First Nation businesses directly and provides benefits to companies who establish joint ventures with Kwanlin Dün businesses in tender bids. The objectives behind these agreements are to build capacity and advance economic benefits in keeping with the provisions of the land claim agreement.

¹⁶ Paraphrased from the April 5, 2007 Draft Economic Development Strategy 2007-2008

¹⁷ Peter Turner, Economic Development Department. Personal communication

KDFN has a number of land selections within the City of Whitehorse that were selected for their industrial and commercial development prospects. These are illustrated in **Map 1**. More detailed land use planning is required to determine which parcels have the most immediate development potential and likely market interest. It is anticipated that many of these parcels would be developed through joint ventures or partnerships. One of the objectives behind these land selections is to generate a steady and sustainable revenue stream through property development. If that objective is achieved, there may be more funds available to address other infrastructure and housing needs.

To move forward in this area, KDFN will need to complete a market analysis of the development potential of these properties and depending on their individual circumstances a subdivision and servicing plan may also be required. This information is needed to determine possible investment priorities. The market analysis would also identify potential development partners and describe the nature and extent of any constraints to development. Completion of a Lands Act is also an essential step in moving potential projects from idea to reality.

A feasibility study is currently underway to establish a Kwanlin Dün Employment Centre that would identify training needs, match job prospects with employment opportunities and facilitate business partnerships.

Education and employment training were identified as priorities and targets proposed such as “KDFN being an employer of choice”. A significant amount of resources has been invested towards that end in the Education, Economic Development and Human Resources departments. For example, approximately \$500,000/year is being spent supporting students attending trade schools, college and university¹⁸.

Interviews conducted with KDFN department managers suggest the First Nation continues to face capacity and governance challenges including employee retention, attraction of suitably trained First Nation staff and effective service delivery with limited resources. Increasing employment options, diversifying economic opportunities along with increasing own source revenues to support self-governance services and programs remains a core objective for all.

KDFN has a distinct advantage over rural Yukon First Nations to create employment and business development opportunities due to its Whitehorse location and size of the community. In rural communities, the First Nation is generally the main employer whereas in Whitehorse, KDFN citizens have a full range of opportunities in the public and private sector. At the same time, it must be acknowledged that a certain proportion of any First Nation population would prefer to continue to pursue a traditional self-reliant lifestyle living off the land or a work lifestyle that allows them the flexibility to pursue both traditional and modern work options.

KDFN still faces challenges of under-employment, employability and unemployment. The result of an employment/education survey of KDFN citizens conducted in the past two years¹⁹ provides some general insight into the challenges ahead.

¹⁸ Art Stephenson, Director Education & Human Resources. Personal communication

¹⁹ Results provided by Peter Turner, Economic Development Department

Sixty five percent of citizens between the ages of 19 and 60 (504 persons) responded. At the time of the survey, 60% identified themselves as employed and 40% as unemployed.

In terms of education level achieved, 15% had less than a grade 9 education, while a further 15 and 16% had completed grades 10 and 11 respectively. A further 2% had completed grade 12. Eight people had a Master's Degree and one had a PhD. The data also shows that if KDFN citizens successfully complete high school, 53% will go on to complete a Diploma or Certificate Program.

The survey did not explore barriers to employment or the reasons behind why 40% of the respondents indicated they were unemployed when Yukon and Whitehorse unemployment rates during the same period averaged 7%. Similarly, the data does not provide any insight on who may be under-employed or the circumstances that may have lead to that situation.

In every community a certain proportion of the population faces employability issues that limit employment possibilities. Education, availability of support services (e.g. day care), personal health issues and disabilities are all factors that influence employability. Separating symptoms from causes is necessary to understand the nature, scale and scope of employability issues. These include understanding the nature and magnitude of obstacles to employability. The Economic Development Department needs to work closely with other KDFN departments (e.g. Education, Social Services etc) to develop an integrated approach to resolving these challenges. Of particular concern is the high unemployment rate and rising social assistance costs which are now in the vicinity of \$2M annually.

Interviews with staff and a review of General Assembly resolutions indicates there are two substantive issues with the present Yukon education system from the perspective of KDFN citizens. The first relates to the degree of cultural and language programming available to First Nation students within the present Yukon school system. From a First Nation perspective retention of language and culture is a necessity and should be a fundamental component of educational programming. First it builds awareness and promotes respect between all cultures within the community. Second, it reinforces and shares fundamental First Nation values.

The other major issue was the importance attached to "bringing learning into the community where everyone can not only access it but see what it brings"²⁰. The more visible and accessible educational opportunities are, the more citizens are likely to pursue education opportunities. The same principle applies to economic development.

While KDFN has a House of Learning it is not located in a prominent location. Functions more as administrative offices than its original intended purpose as a true learning centre according to the Director. An interconnected human resources strategy is also needed that links education, economic and social development goals to tangible, visible targets in each program area. Capacity development, cross training and continuing education to maintain currency are all related issues that need to be addressed.

²⁰ Art Stephenson, Director of Education & Human Resources. Personal communication.

5.7 Community Health & Recreation

Kwanlin Dün philosophically supports a holistic approach to health and wellness and expends significant funds towards that aim. A number of initiatives recognize the linkage between personal and community health and cultural renewal through on the land activities and participation in traditional pursuits. The expansion of the Jackson Lake Wellness Centre facilities and development of new programming currently underway demonstrates that commitment. It is also important to note that the new Jackson Lake initiatives are open to the community at large not just First Nation people.

Whitehorse has numerous recreation opportunities available year-round. Notably the Canada Games Centre is located within walking distance (a paved trail is provided) from the McIntyre Area. The Canada Games Centre provides swimming, ice-skating, gymnasiums and a fitness centre for public use. The adjacent Mt. McIntyre facility is used as a base for curling, tennis and cross-country skiing.

Kwanlin Dün has developed its own trail system that ties into the more extensive city trail network. Within the McIntyre subdivision there is a playground, ice rink, baseball diamond and Potlatch House. A Health & Wellness Centre, daycare facility and Coyote Ski Club hut are also located in the core area. Citizens have access to a doctor two days a week with community nurse's available daily. Counselling services are also available. Specialized care facilities such as the Whitehorse General Hospital and the Copper Ridge Extended Care Facility are relatively close and accessible by public transit and commercial taxi.

The First Nation is also pursuing the establishment of a rural wellness and rehabilitation treatment centre in conjunction with the Government of Yukon at Jackson Lake. This initiative includes facility upgrades and the development of new programming. It is expected to be operational this fall. Components of projects like this may be eligible for Build Canada and Gas Tax funding.

5.8 Heritage & Culture

Construction of the Cultural Centre on the Whitehorse riverfront is well underway. The building serves to re-connect the Kwanlin Dün people with the Yukon River and their traditional way of life. The new facility is expected to be complete and fully operational in 2011. It will lease space to the Government of Yukon for an expanded public library. It is projected that space rentals will cover O&M costs. The potential for using energy saving technologies at the new Cultural Centre has been proposed and would be eligible for funding through the Gas Tax Fund. The possibility of adding this feature either during its present construction or at a later date has been considered in the design.

Re-establishing the land stewardship connection and reinforcing Kwanlin Dün culture, language and values is a stated priority. Collecting and transcribing KDFN's oral history before it is lost and better incorporation of that traditional knowledge; language and customs into all levels of school curriculum are also stated priorities.



Figure 18: Hollowed cedar boat is KDFN's first addition to their new Cultural Centre

5.9 Summary of Community Needs and Priorities

Through a questionnaire citizens identified that they were most satisfied with the performance of two departments (Health & Social Services and Economic Development) in addressing needs and goals and least satisfied with Education & Employment. There is also general agreement that the appearance of McIntyre could be improved.

In interviews with department heads there was recognition that the \$2.1 M available to KDFN from the Gas Tax Fund should be used carefully and leveraged to the degree possible. However there was also an acknowledgement that program eligibility criteria significantly constrain what the First Nation can use the funds for. Managing citizen expectations is a key consideration.

The health and safety of KDFN citizens was identified as a first priority. Provision of adequate housing is a long-standing problem and the source of a specific resolution at the 2009 fall General Assembly. Gas Tax funding focuses on infrastructure needs and resolution of housing maintenance deficiencies is not an eligible expense. However, repair and replacement of infrastructure is eligible so projects such as the restoration of existing underground services, and installation of surface improvements would be allowed. This type of project would also be eligible for Build Canada.

Another resolution requesting Administration to investigate the feasibility of adopting a recycling program would also be eligible.

Community consultation suggested that gas tax funding might also be able to contribute to certain features of projects being contemplated by the First Nation including:

- Adding additional energy conservation features to the waterfront cultural centre;
- Retrofitting existing government buildings to reduce energy operating costs;
- Existing building energy retrofits to reduce energy O&M costs;
- Implementation of a community recycling program;
- Portions of construction of a new administration or a permanent addition;

- Exploring the feasibility of district heating for McIntyre core area buildings; and
- Replacement of the Kenä'dän Kù House of Learning building.

As with the case of housing, some initiatives may only be partially eligible for funding. For example, energy improvements to an existing government public building would qualify while similar improvements to a housing project would not.

6.0 POTENTIAL GAS TAX PROJECTS

The following is a list of potential projects with a brief rationale for their consideration. The next step is for the Executive Director to convene a department heads meeting to discuss possible priorities bearing in mind the program funding limitations. Of the \$2.15M available to KDFN through the program's term, there is \$785,260 in a trust account as of March 31, 2010. Over the remaining 5 years of the program, KDFN will be able to access an additional \$330,636 per year for eligible projects. The Administration recommendations would then be presented to Chief & Council and KDFN citizens for ratification.

Factors that should be considered in establishing priorities might include:

- Project cost, payback period and potential visible results;
- Potential to leverage additional funds through partnerships with other governments and funding programs (e.g. Build Canada);
- Potential for reducing downstream lifecycle operating costs and extend asset life; and
- Compliance with previously established priorities, General Assembly resolutions etc.

• McIntyre Reactivation of Water and Sewer and Surface Improvements

KDFN could reactivate the water and sewer services to the semi-serviced lots in the McIntyre Area and complete surface works allowing for new housing to be constructed. While there is no immediate need for additional lots for the next several years, refurbishment of this infrastructure could attract additional financial support through Build Canada allowing the First Nation to leverage their available funding further.

Depending on which areas were reactivated, this could also create a land/lease opportunity to generate a stream of new funds for housing initiatives. Second, the longer KDFN waits to repair this infrastructure the higher the anticipated cost.

• Recycling and Waste Management

This project is also eligible for funding and provides an opportunity to build on the existing City of Whitehorse program either by creating another service agreement or copying the approach used. Since this has already been identified as a community priority and supported by General Assembly resolution it makes sense to investigate its feasibility further.

• Implement an Asset Management System

Instituting an asset management system has a number of advantages. First it is really an essential financial management tool that provides staff as well as Chief & Council with better information for budget planning because it is based on total cost accounting. Second, it is likely to become a mandatory accounting standard in the near future. Third, it ensures that a decision to acquire a new asset also includes provision in ensuing budgets for the true operational costs.

Fourth it justifies the creation of a replacement reserve account. Finally, and most importantly, it helps department managers develop realistic capital plans and more accurate annual budgets.

- **Public Building Heat System Upgrades**

The heating systems in the existing administration and daycare buildings are in need of replacement and/or upgrading. Two approaches are worth considering. One involves the feasibility of moving towards a district heating system for all the public buildings concentrated in the McIntyre core area. Alternatively and at less cost to implement, a building system analysis could be conducted to determine the best way to resolve current problems with the Administrative Building and Daycare.

- **Add Ground Heat System to new Cultural Centre**

The new riverfront cultural centre is the most important new building that KDFN is expected to build in the near future. As the visible presence of First Nation culture it is also expected to become a major visitor attraction within Whitehorse. The opportunity to include a ground heat system was considered in the building planning either as part of initial construction or as a later retrofit. Installing the system now will be less expensive than doing so later. It will also provide immediate benefits, as it will help lower fixed operating costs. Energy costs are expected to increase significantly in the next decade.

- **New Administration Building**

Currently Kwanlin Dün administrative staff is spread throughout more than six buildings, and the current Administration Building is bursting at the seams. This has resulted in the purchase of two portable additions as a temporary stopgap measure. A new central governance building in McIntyre should help improve communication and provide a more permanent solution to staff space needs. A new building could also have more public space and become a more prominent centre within McIntyre reinforcing the fact that McIntyre is no longer a subdivision but really a community within a community. Such a project could contain features that are gas tax eligible while the project as a whole may qualify for Build Canada funding support.



Figure 19: Existing Administration Building & Addition

- **Build a central Employment & Education Centre**

Replacement of the Kenä'dän Kù House of Learning with a new facility²¹ incorporating both the employment centre function and an upgraded education facility has been discussed in the past. The vision includes a campus style facility that would provide space for all ages and would be a central gathering spot for learning.



Figure 20: Existing Kenä'dän Kù House of Learning

²¹ Art Stephenson, Director of Education & Human Resources. Personal communication.

Appendices

Appendix A: Capital Project Infrastructure Inventory & Assessment

Appendix B: Social, Health and Cultural Services Inventory and Assessment

Appendix C: Economic Inventory and Assessment

Appendix D: Environmental Inventory and Assessment

Appendix E: Inventory Assessment of Other Items

Appendix F: Capital Building and Job Training Inventory and Assessment

Appendix A: Capital Project Infrastructure Inventory and Assessment

Capital Project/Infrastructure	Do you have it? Yes/No	What is the condition? Good/Average/Poor	Is there enough? Yes/No	Do you need it? Yes/No
FN Admin Office (KDFN)	Yes	Good	No	Yes
Airport *(YG)	Yes	Good	Yes	Yes
Community buildings (KDFN)	Yes	Average	No	Yes
Community Hall (KDFN)	Yes	Good	Yes	Yes
Dock facilities (CofW)	Yes	Average	No	Yes
#Community energy systems	No	N/A	No	Yes
Fire station *(CofW)	Yes	Average	Yes	Yes
Health clinic (KDFN)	Yes	Good	No	Yes
Housing (KDFN)	Yes	Poor	No	Yes
Internet service (Northwestel)	Yes	Average	Yes	Yes
Library *(CofW)	Yes	Average	Yes	Yes
RCMP (YG)	Yes	Good	Yes	Yes
Post office *(CofW)	Yes	Good	Yes	Yes
# Recreation	Yes	Poor	No	Yes
Roads *(CofW/KDFN/YG)	Yes	Good	No	Yes
Schools (YG/Yukon College)	Yes	Good	Yes	Yes
# Sewage treatment *(CofW)	Yes	Average	Yes	Yes
# Solid waste disposal *(CofW)	Yes	Average	Yes	Yes
# Water service	Yes	Average	Yes	Yes
# Public transportation *(CofW)	Yes	Average	No	Yes
Active transportation	Yes	Average	No	Yes
*Youth Centre				
Swimming Pool *(CofW)	Yes	Good	Yes	Yes
Arena *(CofW)	Yes	Good	Yes	Yes
Safe House *(CofW)	Yes	Average	No	Yes

Notes:

- * Refers to services that are provided in conjunction with the City of Whitehorse (CofW) or Yukon Government (YG)
- # Refers to projects that are eligible for Gas Tax Funding

Appendix B: Social Health, and Cultural Services Inventory and Assessment

Resource Category	Type of Service	Does this exist? Yes/No	Can it be improved? Yes/No
Health	Nutrition	Yes	Yes
	Weight loss	Yes	Yes
	Aids prevention	Yes	Yes
	Substance abuse	Yes	Yes
	Family planning	Yes	Yes
Public Safety	Police protection	Yes	Yes
	Fire protection	City of Whitehorse	Yes
	Emergency response	City of Whitehorse	Yes
	Search and Rescue	No	Yes
Recreation Programs	Small children	Yes	Yes
	Teens	Canada Games Centre	Yes
	Adults	Canada Games Centre	Yes
Social Service Programs 3 counsellors female permanent required	Child care	Yes	Yes
	Domestic violence	Yes	Yes
	Seniors	Yes	Yes
	Disability services	No	Yes
	Counselling – adults	Yes	Yes
	Counselling – teens	Yes	Yes
	Legal services	No	Yes
	Suicide prevention	Yes	Yes
Self Government	Self government status	Yes	Yes
Cultural Programs	Elders group	Yes	Yes
	Music	No	Yes
	Subsistence food preparation	Yes	Yes
	Dance group	No	Yes
	Arts and crafts	Yes	Yes
	Language programs	Yes	Yes – Learning Centre
	Spirit/culture camps	Yes	Yes – Learning Centre, Jackson Lake
	Storytelling	Yes	Yes

Appendix C: Economic Inventory and Assessment

Typical Job Type	Number of Jobs #	Is it filled by a community person? Yes/No	Full time Yes/No	Seasonal Yes/No	Wage Example
Arts and crafts	0				
CAO/Executive Director	6	2, Yes			70K +
Accounting Officer	8	Yes	Full		\$45K
Environmental specialist	1	Yes	Full		\$60K
Logger/ Forester	0				
Health aide/ Nurse	6	1, Yes	Full		\$50K
Heavy equipment officer	0				
Mechanic	0				
Construction	20	Yes	Some yes, some no	Some yes, some no	\$21 / hour
Housing manager	1	No	Full		
Public safety officer	0				
Fire fighter	0				
Emergency response	0				
Business Operator	0				
Counsellor	0				
Water treatment operator	0				
Sewage treatment operator	0				
Landfill operator	0				
Power plant operator	0				
Habitat Steward	1	Yes			
Family support worker	1	No			
Other					

Appendix D: Environmental Inventory and Assessment

Environmental Assets/Needs	Do you have it? Yes/No	If this is lacking, does your community need it? Yes/No
Safe drinking water	Yes	Not lacking
Adequate supply of water	Yes	Not lacking
Certified water treatment operators	No	No
Safe sewage disposal and treatment	Yes	Not lacking
Permitted solid waste disposal facility	Yes	Not lacking
Recycling program	No	Yes
Used oil storage area	N/A	No
Lead acid battery collection area	No (COW)	Yes
Developable land	Yes	Not lacking
Fuel spill prevention plan	Yes	Not lacking
Hazardous waste response plan	No (COW)	No
Erosion control	No	Yes
Contaminated sites identified	No	Yes
Healthy subsistence food	Yes	Not lacking
Environmental Education programs	No	Yes
Healthy wildlife populations	Yes	Not lacking
Hazardous waste collection area	No (COW)	No
Protected watershed plan	No	Yes, areas outside city limits
Environmental impact statement	No	N/A

Appendix E: Inventory and Assessment of Other Items

Asset or Need	Do you have it?		How would you rate it?			Do you need it?	
	Yes	No	Good	Average	Poor	Yes	No
Cell phone coverage ¹	√				√	√	

¹ Cell phone coverage is limited by local geography, which limits the service coverage. Coverage does not reach all areas of traditional territory

Appendix F: Capacity Building and Job Training Inventory and Assessment

Capacity Building/ Training/Education Opportunities Category	Type	Does this job exist in the Community? Yes/No	Training/educatio n needed? Yes/No	Is training available in the Community? Yes/No
First Nation Governance Administrative Positions	Executive Director	Yes	No	Yes
	Accounting Officer(s)	Yes	Yes	Yes
	Capital Projects Manager	Yes	No	Yes
	Housing Manager	Yes	No	Yes
	Receptionist	Yes	No	Yes
	Recreation Director	No	Yes	Yes
	Social Services Director	Yes	Yes	Yes
	Public Works Manager	No (COW)	No	Yes
	Policy Researcher	No	Yes	Yes
	Heritage Director	No	Yes	Yes
Education (elementary/high school/college)	Principal	N/A (COW)	Yes	Yes
	Teachers	Yes (preschool)	Yes	Yes
	Teacher Aides	Yes	Yes	Yes
Health	Dentist	No	No	No
	Health aide	Yes	Yes	No
	Nurse practitioner	Yes	Yes	No
	Doctor	Yes	Yes	No
Transportation Utilities	Driver/Pilot	No	No	Yes
	Water treatment operator	No (COW)	No	Yes
	Sewage treatment operator	No (COW)	No	Yes
	Solid waste disposal facility operator	No (COW)	No	Yes
	Power plant operator	No (COW)	No	Yes
	Mechanic	No	No	Yes
	Water delivery service operator	Yes	Yes	Yes
Justice	Court Worker	No	Yes	Yes
	Probation Officer	No	Yes	Yes
Construction	Journeyman Carpenter	Experience Yes*	Yes	Yes
	Journeyman Electrician	No	Yes	Yes
	Journeyman Plumber	Experience Yes*	Yes	Yes
	Construction Manager	Yes	Yes	Yes
	Labourer	Yes	Yes	Yes
	Apprentices	Not sure	Yes	Yes
	Pipe fitter	No	Yes	Yes

*Note: Not clear if all or any carpenters/ plumbers have their journeymen ticket at this point.

