

Focus on the Future
— *Building Sustainable Communities* —

Yukon Council
on the Economy and the Environment
— Community Conferences 1999 Final Report —



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Yukon Council on the Economy and the Environment

— Community Conferences 1999 Final Report —

Executive summary: This report comes out of a series of community conferences held by the Yukon Council on the Economy and the Environment (YCEE) from April to May, 1999. In all, 284 people attended the conferences. (*see Appendix 3*) Many more joined the groups for community lunches and receptions.

The goals for the conferences were:

1. to bring together diverse community interests and individuals to discuss the economy in the community context (including paid work, volunteer work, and other aspects of the community);
2. to share information on what is going on elsewhere in the Yukon and in the Circumpolar North in terms of sustainable economies and community development; and
3. to stimulate discussion on what alternatives we have to being dependent on traditional sectors of the economy — government, mining and tourism — and what's needed to make these alternatives happen.

Conference participants were clear about their desire to remain in their communities. Some were more prepared than others to maintain themselves in a changing world. All, however, were receptive to learning more about sustainability in the context of their own communities. The ultimate challenge is to bridge the gap between an opportunity, or idea, and the action that it will take to develop sustainable opportunities.

Participants were presented with information from the global and Circumpolar North perspectives as a framework for their discussions about the Yukon community (local) perspective. This layering of information was helpful in that it showed what Circumpolar North communities are doing in terms of sustainable development. This gave participants a broader context for discussing their ideas, the work they are already doing, and economic and community activities that they might develop in the future.

The community conferences were chaired by Jennifer Mauro, then YCEE chair, who presented the global perspective on sustainable communities. The Honourable Audrey McLaughlin, the Yukon Envoy to the Circumpolar North, presented the Arctic perspective. The Yukon community perspective was covered in small working sessions with participants at each conference.

The conferences were not intended as a way to come up with solutions and this report does not make recommendations for change. This report presents the views of Yukon people about their communities (supported by their comments presented in Appendix 1), their approach to 'making a living', their relationships with their neighbours and their perspectives on why they live where they live.

Yukon Council on the Economy and the Environment

— Community Conferences 1999 Final Report —

Background:

In October, 1998, Government Leader Piers McDonald wrote to Jennifer Mauro, Chair of the Yukon Council on the Economy and the Environment (YCEE) about the council holding community meetings dealing with sustainable economic development. With metal prices depressed and the unemployment rate then at 8.9 per cent and anticipated to rise, the government leader told the chair that during his pre budget consultation tour Yukon people showed an interest in discussing sustainable development “at a local level”.

In his letter to the chair, the government leader directed the council to hold a series of community meetings, ending in May 1999, focusing on what communities can do for themselves to create small, sustainable economic initiatives. Noting that public spending would continue to decrease, the government leader said that it would be important for the council-sponsored meetings to emphasize small-scale solutions to local economic woes where the government plays a “facilitative role” in development. He also urged the council to provide people with information about sustainable experiences in the Circumpolar North that could work in the Yukon.

Responding to the government leader’s direction to “engage Yukoners in an active, stimulating discussion around sustainable development in their communities,” the council began work in January 1999 to organize a series of community conferences.

YCEE is a Cabinet-appointed council of people nominated by a cross-section of Yukon interests that include the First Nations, labour, women, business and environment. At the time of the conferences, council members included:

- Jennifer Mauro, Chair;
- Daryn Leas, Vice Chair (Council of Yukon First Nations);
- Kathy Watson (Association of Yukon Communities);
- Louise Ranger (Federation of Labour);
- Dave Austin (Chamber of Mines);
- George Johnson (Council of Yukon First Nations);
- Ralph Nordling (Member at Large);
- Andy Williams (Yukon Conservation Society);
- John Carroll (Yukon Chamber of Commerce);
- Louise Bouvier (Yukon Aboriginal Women’s Association); and
- Natalie Edelson (Yukon Status of Women Council).

The YCEE believes that it will take vision as well as a ‘focus on the future’ to move the Yukon economy to a more sustainable and diversified base, and that success will be measured in small steps over time.

Part 1

1.1 Conference goals 1.2 Theme/direction

In the planning stages, the YCEE discussed the expectations and appropriate mandate for such an extensive project. The hope was that the theme Focus on the Future would reinforce the reality that there are no quick solutions to 'fix' the economy.

1.1 Conference goals:

Working on the premise that work — paid and unpaid — occupies much of our day, but that other aspects of our lives (including families, recreation, volunteer and other activities, also affect the 'sustainable' nature of our communities, the goals for the conferences were:

- to bring together diverse community interests and individuals to discuss the economy in the community context (including paid work, volunteer work, and other aspects of the community);
- to share information on what is going on elsewhere in the Yukon and in the Circumpolar North in the terms of sustainable economies and community development; and
- to stimulate discussion on what alternatives we have to dependence on traditional sectors of the economy — government, mining and tourism — and what's needed to make these alternatives happen.

1.2 Theme/direction:

The theme of the conferences was *Focus on the Future: Building Sustainable Communities*. The theme and approach to the conferences were developed and directed by a YCEE steering committee that included Jennifer Mauro, Kathy Watson, John Carroll, Dave Austin and Natalie Edelson.

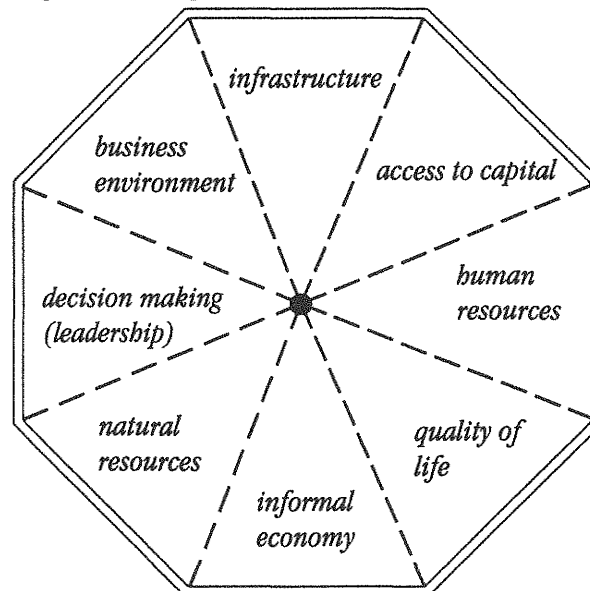
Part 2

2.1 Eight economic factors that influence sustainability 2.2 Economic and community case studies and keys to success 2.3 From global to circumpolar to community — sustainable communities

2.1 Eight economic factors that influence sustainability:

The concept of eight economic factors* that influence the degree of sustainability of a community were introduced as the starting point of each of the conferences. (see Figure 1)

Figure 1: Eight Economic Factors



**These factors are an adaptation of commonly accepted principles of sustainable communities such as those referred to in Smart Growth: Economic Development for the 21st Century (www.lgc.org/clc/econ.html) and Sustainable Communities Resource Package published by the Ontario Round Table on Environment and Economy (www.web.apc.org/users/ortee/scrp/)*

These eight factors operate regardless of the size of a community and one factor may be enhanced or depleted by the others. It is the recognition of the inter relationships and inter dependency of these factors that helps to establish healthy sustainable communities. There is no hierarchy of factors — they relate to each other and one is not more important than another.

The eight economic factors that can influence the degree of sustainability of a community are:

Factor 1 — Leadership/decision-making:

The ability and capacity of decision-making — whether it be in a business or at the community/municipal level — is critical for supporting a sustainable economy. Decision-making takes place on a number of fronts. What's important is to take stock of the present to plan for the future. This requires relationships that move beyond political and economic structures into other aspects of the lives of people who live in a community. The process of decision-making must be fair and equitable. It requires skills, knowledge and experience. The way in which decisions are administered also affects people on many levels of community life — business, economic, social, familial etc.

The YCEE does not advocate any one type of initiative over another. Many Yukon communities are based on traditional economic activity as well as an informal economy that includes volunteer work and bartering of goods and services. A subsistence lifestyle based on trapping and hunting is part of life in many parts of the Yukon.

Factor 2 — Business environment:

The 'business environment' factor can be as tangible as local government regulations (such as the cost of a business licence) or as intangible as the attitude of the community and businesses toward one another.

Stability and consistency form the foundation of any healthy business environment. A community with fair and predictable regulations will provide a far better business environment than one with regulations that are applied erratically.

Investment and reinvestment breeds confidence that often leads to more business development and a renewal commitment by existing businesses to stay in a community. Pessimism creates a lack of confidence that has the opposite effect on businesses.

Finally, a 'supportive' business environment often means reasonable commercial rents, business assistance, shared services and links to financial services. It also involves community support based on the loyalty of customers to reliable and friendly local businesses.

Factor 3 — Access to capital:

The availability of money at affordable interest rates and terms has a major effect on development. Adequate capital and financing enable existing businesses to thrive and new businesses to start up as well as attract expanding businesses from elsewhere. When a community keeps more money at home, the money recirculates, increasing the local 'multiplier effect'. It creates more value, pays more wages, finances more investments and ultimately creates more local economic opportunity.

Factor 4 — Infrastructure:

Adequate road, water, sewer, energy and communication infrastructure development is critical to local business and residents. Sound and well-maintained infrastructure helps keep and attract businesses, but it is costly to maintain and replace. Knowing which parts of the infrastructure are most important to existing, expanding and relocating business can help communities order capital improvements and identify priorities.

The relationship of cost to tax base is a major concern that will continue in the Yukon because of small populations.

Factor 5 — Quality of life:

A high quality of life makes a community a good place in which to live and do business. Cultural assets, strong traditions, safety, and clean air and water help sustain a healthy economy.

Factor 6 — Informal economy:

The informal economy consists of all activities used by people to exchange or collect goods and services without the use of money. The foundation of an informal economy is 'subsistence' activity, commonly thought of as hunting, fishing and gathering in the Yukon. The informal economy can play a far greater role in the local economy than is often thought. It's especially prevalent in communities where residents have a history of working together. It's the basis of an exchange that crosses social and economic barriers to include people of all income levels living in a community.

Factor 7 — Natural resources:

Minerals, forests, wildlife, wet lands, soil, and water are the foundation of many community economies. With volatile economic

Participants appreciated the YCEE conferences because it provided a forum for them to hear each other's perspectives on their community and to hear about ideas on small-scale activities that could be conducted locally. A participant in Faro said, "we need more meetings like this community conference so that people can come together to maintain their sense of common direction."

events, the challenge is to use the resources sustainably, find new ways to use them, add value to raw products, develop new products and put resources to work that had previously been discarded.

Factor 8 — Human resources:

More than any other aspect of a community, it's the people who determine its success. A community of creative, educated, committed, enthusiastic, open-minded people, who are willing to take calculated risks, is likely to succeed despite other major difficulties and deficiencies. Creativity requires a willingness to discuss important decisions openly, question basic assumptions, and consider new ways to preserve the values and traditions that are important to each community. Community decision-making is at its most creative when it involves the broadest possible participation, careful consideration and a minimum of 'name-calling'.

"We need to challenge with borders...when people have the confidence and self-esteem, they will take the path."

Open-mindedness and risk-taking can be fostered by leaders who encourage alternative points of view. Education and retraining is crucial to community prosperity.

2.2 Economic and community case studies:

A series of profiles set on laminated boards with pictures and copy described 27 different initiatives in a variety of Yukon communities. (see Appendix 2) The initiatives were developed by individuals as well as by community groups. They included both 'for profit' and 'not-for-profit' initiatives. The boards outlined several 'keys to success' for developing either economic or community initiatives (as stated by those involved in the initiative):

- ask why you want to undertake a specific initiative/take a step-by-step approach;
- start slowly and be consistent (manage demand);
- maintain high quality services (develop the service you offer and do it well rather than expand);
- seek small solutions (work step-by-step; don't rely on a single big initiative or on outsiders for sole support);
- maintain low overhead;
- use the internet to reach out as needed;
- spend time and energy to develop the initiative (sweat equity);

"In terms of education, governments seem to want to run short, low-cost programs with immediate results. What's needed is some long-term investment so that we can look at educating the whole person."

-
- plug the leaks;
 - build 'social' capital; and
 - organize regionally as needed.

2.3 From global to circumpolar to community:

(a) the global perspective —

Sustainable communities have:

- self government or some form of local control;
- diverse activities (working and planned);
- the ability to develop local resources to maximize benefits to the community;
- the ability to maximize the community's potential to meet its own basic needs;
- access to capital; and
- citizen involvement in the community (learning and participation).

"Never doubt that a small group of thoughtful, dedicated people can change the world. Indeed it is the only thing that ever has." Margaret Mead

(This quotation was painted on the wall of the school in Watson Lake.)

Global trends in economic development show that:

- raw materials play a smaller role in the production of goods;
- manual labour plays a smaller role in the production of goods (in the 1920s, manual labour accounted for 40 to 60 per cent of the cost of a car, now it's under 15 per cent);
- money is more mobile and can be shifted from place to place easily and quickly; and
- people are more mobile and less restrained in where they live and work (with the internet and other technologies people don't have to be where the market is in order to work).

The Yukon economy has been based on resource extraction for more than 100 years, but boom and bust cycles have demonstrated that a resource-based economy is not always reliable, and communities have to move beyond mining and lumbering to sustain themselves.

Global prices for base metals have had a profound effect on the Yukon economy, but these resources make up a small per centage of the national and international economic picture. For example, 80 per cent of Canada's economy is not related to mining and only four per cent of the Toronto Stock Exchange is made up of base metals

— even if oil and gas, and precious metals are added, the total still comes to only 20 per cent. (*TD Greenline*)

“Every time the mine shuts down, we say we have to do something to get away from depending on it...this time it’s happening!”

Automobile production is an example that demonstrates that it’s no longer enough to depend solely on the production of raw materials to sustain an economy. Components of cars, including electronics, data, design, marketing, parts, assembly and the auto industry lobby, are brought together from several countries including South Korea, Japan, Taiwan, Ireland, Great Britain, Germany, Barbados, the United States and Canada — and only about five per cent of what becomes a car is actually what is traditionally referred to as ‘raw materials’.

One question for communities to consider, therefore, is how to develop diverse sustainable initiatives so that resource extraction in the Yukon is a ‘bonus’, not the foundation, of the economy.

b) the Circumpolar North perspective

The Honourable Audrey McLaughlin, the Yukon’s Envoy to the Circumpolar North, spoke about communities in the Circumpolar North.

The Circumpolar North ‘region’ includes:

- Arctic Russia;
- Scandinavia (including the northern parts of Finland, Sweden, Norway and Denmark);
- Iceland;
- Greenland;
- Northern Canada (including the Yukon, Northwest Territories and Nunavut); and
- Alaska.

“You don’t have to be in Windsor any more to be part of the construction of a car.”

The regions in the Circumpolar North, including Yukon communities, have several things in common:

1. geography —

- These regions are all situated around the Arctic Ocean.

2. climate —

- People adjust their lives to the climate.
- The climate is changing due to global warming, something that has a greater effect on the Circumpolar North than on other parts of the planet — as water in the Arctic Ocean warms, the perma frost melts with implications for fish and wildlife.

3. environment —

- The Circumpolar North is a closed system centred by the Arctic Ocean. Consequently, the Arctic is a 'sink' for pollutants that come from many parts of the world (e.g. most heavy metal contaminants in the region come from Russia).

4. self-government —

- Greenland has a form of 'home rule', but Denmark still controls its foreign policy and other governmental aspects.
- Iceland is a self-contained country of about 270,000 people.
- There is a Sami Parliament in the northern part of the Scandinavian countries.
- Russia has an extensive system of republics, but it has not moved ahead on land claims and self-government.
- Alaska has had land claims settlements.
- Canada has land claims and self-government agreements in the Yukon and the Northwest Territories, and Nunavut is a new territory.

5. decision-making —

- Major decisions about the Circumpolar North are made by the 'southern' governments of the regions involved.

6. transfer payments —

- Most of the northern regions receive large transfer payments from southern governments and most southern governments are not too happy about this. In the Cold War, however, the north was a strategic area and northern settlements helped countries maintain Arctic sovereignty.

7. dependence on renewable and non-renewable resources —

- There is a boom in oil and gas in Russia where they are desperate for capital, but environmental controls are not effective.
- Several Circumpolar North regions have a traditional dependence on whaling, sealing, hunting and trapping.

8. rural/small community-based populations —

- Circumpolar North communities are small.
- Many people still live 'off the land' or in rural settings gaining their livelihood from a 'bits and pieces' economy, doing what they can to sustain themselves and their families.

"Land claims and self-government are positive for our community...it's a way for people to control the decisions that affect them."

9. substance abuse (alcohol and other drugs) —

- Every jurisdiction in the Circumpolar North struggles with this issue that has a huge effect on human life and economic development.

10. high cost energy —

- Northern regions have high energy costs (except Iceland where there is an abundance of geo thermal energy).

“Our isolation from most other places keeps people traditional. We have a lot of people who are good at arts and crafts.”

As the Yukon Envoy to the Circumpolar North, Ms. McLaughlin has travelled throughout the region. She noted that several circumpolar organizations have links to the Yukon. She offered to be the contact person for conference participants who want to find out more from these organizations about economic development and environmental perspectives in the Arctic region. These organizations include the:

- Arctic Council
- Northern Forum
- Inuit Circumpolar Conference
- Canadian Polar Commission
- University of the Arctic (Yukon College)
- Northern Research Institute
- Alaska Native Science Commission
- Northern Consortium
- Circumpolar Agriculture Association

Conference participants were interested in information about the Circumpolar North, particularly in economic, scientific, environmental and political developments in these countries and their degree of success in maintaining themselves as sustainable communities. Ms. McLaughlin noted that none of these developments is independent of the others. She pointed out that unstable leadership in Russia has seriously affected both the economic and environmental situation in the northern part of that country. The economy has been in a desperate situation for many years to the point that the government is willing to permit economic development — particularly in the area of oil and gas — without regard for the environmental implications of such development. The pollution created in Russia affects other areas in the Circumpolar North as well, because the Arctic region is like a “bowl” where pollutants collect so that a lack of effective environmental regulations in one area leads to pollution in other areas.

“We can promote our town for what it really is — something other than ‘just a mining town’.”

Ms. McLaughlin also pointed out that Canada is considered by many other Circumpolar areas to be a model for settling land claims. She also cited the recent creation of Nunavut as an event that many people in the Circumpolar North see as “amazing” — that a new territory could be created through negotiation rather than by force.

Global warming and climate change are also affecting the Circumpolar North. As water in the Arctic Ocean warms and permafrost melts, fish and wildlife are affected and there are implications for the region's food chain.

Participants made several observations about the Circumpolar North. They commented on:

- the strategic location of the Yukon, particularly the Whitehorse airport, in the Circumpolar North;
- the role of the Arctic Winter Games in broadening northern relationships;
- the need for rules that apply to resource extraction (such as oil and gas development) to be consistent throughout the region (i.e. an international environmental regime to balance the powerful industrial lobby);
- the fact that there are supposed to be international agreements on climate change, marine, off-shore oil etc.; and
- the high cost to clean up the north's environment (e.g. DEW Line sites) — noting that if the United States is “not on board, nothing will happen”.

“There is a strong sense of creation in our community. There are strong spiritual values and a growing sense of family values.”

Ms. McLaughlin was asked if “there are any countries that put money into promoting international agreements” to protect the environment. She responded that Canada doesn't do a bad job, but that the Scandinavian countries are better. She noted that the United States is reluctant to get into any agreement that could affect their foreign policy. She added that in Greenland, there is tension between people who promote whale watching and those who earn a living by hunting whales. This sort of tension can affect the degree of a country's involvement in international environmental agreements.

“Ultimately, when we talk about the North, we're talking about people,” she said, noting that the north is a place where wildlife is important and people don't want to be dependent on government “handouts”. Still, northerners are often treated with contempt, and ‘outside’ lobbies can be so successful that they destroy cultures.

She also drew participants' attention to Circumpolar North events, such as:

- Circumpolar Women's Conference (winter of 1999 in Whitehorse);

- Northern Storytelling Festival (annually in Whitehorse in the summer);
- Arctic Winter Games; and
- a Circumpolar Arts Festival.

Note: Besides her presentation as part of the conference, Ms. McLaughlin also made a lunch time presentation for participants and others who could not attend the full conference.

c) the community perspective

The morning portion of the conferences concluded with an overview of the next step in the day; namely, looking at the community perspective on sustainable development.

In most communities, participants broke into smaller groups to look at:

1. how the community describes itself
 - community strengths/assets (using the eight factors as a possible guide)
 - things that need improvement/obstacles
 - needs within the community
2. ideas/moving ideas into action
 - what makes it work — links to eight economic factors of a sustainable community
 - what can make it happen — links to definition of a sustainable community

“We need a stronger youth-elder connection. Youth can learn from elders, but it works the other way around, too; elders can learn about things like computers from youth.”

Participants reconvened into the larger conference session to present their group’s discussion.

In two communities (Watson Lake and Old Crow) participants worked on ‘exercises’ to consider sustainable initiatives and how they could be developed. (*see Appendix 1 after Old Crow and after Watson Lake*) Participants looked at the eight economic factors that indicate the degree of sustainability of a community. They also considered the ‘keys to success’ identified by Yukon people who had already established successful business or community initiatives.

“The word is out that the Yukon is free and people (from outside) abuse the land where we live.”

Participants took part in an exercise to identify one thing they could do, on their own or with others, to contribute to the sustainability of their communities. Responses were both humorous and serious, ranging from *not* having more children, to spending more time at home with their children, to doing more volunteer work, to

“We have come to a point where we break our lives into compartments and we can't see the big picture, and sustainable development is part of the big picture.”

developing a business plan for a long thought-about business venture. In one community, youth delegates said that they could help with recycling, in another community a young person said that she would work towards treating others with respect.

But in some communities, at the end of the day's conference, people still tended to focus on the 'wish list' — what they would tell government they needed — or, they said they would 'get' another person to do something. They talked about large developments, especially sawmills and mining and tourism initiatives, as the ventures that would rescue them from unemployment. This was the

Figure 2: Economic initiatives — case studies (see Appendix 2)

Businesses interviewed for the YCEE community conferences came from several sectors of the Yukon economy including manufacturing, retail, wholesale and tourism.

Challenges: The people starting these businesses identified three challenges they faced.

1. Several were unable to get financing from banks. The two main reasons for lack of bank support were that the businesses were to be located in locations other than Whitehorse and that the banks did not believe that there was an adequate market for the business to thrive. (Other people did not seek bank financing or did not have difficulty receiving loans.) Some of the business owners maintain a separate source of income.
2. Over half of the people interviewed had little or no related business experience before they undertook their development. Some took formal training courses related to business and financial management or training in the area of their endeavor; others had extensive experience in a similar business elsewhere.
3. Business planning and market research were done for various reasons, if at all. Some people completed business plans as part of seeking financing. Beyond this, although the business plans were said to provide a helpful focus in the beginning, they quickly became obsolete. Few of these business people did market research, but a number of them “watched the market”, “talked to people”, or “gathered data”; most followed their “hunches”.

Keys to success: The business people interviewed as case studies did, however, identify a series of “keys to success”.

- start slow and be consistent — build the business slowly so that you can provide consistent, quality products and services (always deliver on time);
- go the extra mile for clients;
- network/build contacts — sponsor sports teams, talk to people, take part in community activities and associations;
- export — the businesses that sold goods (as opposed to services) had at least some of their market outside the Yukon;
- use the internet — a few of the businesses use the internet for marketing; others use it as a major sales avenue;
- maintain low overhead — low overhead costs were identified as a way to keep businesses competitive; and
- invest in time — a new business requires considerable time and personal sacrifice; can take from two to seven years to realize a profit.

paradox of the conferences. On the one hand participants clearly indicated that they understood the need for education, planning and initiative to build more sustainable communities. On the other hand, they held firm to the 'promises' of a resource based economy.

Part 3

- 3.1 Eight economic factors applied to Yukon communities
- 3.2 Impediments to the development of sustainable communities
- 3.3 Shared perspectives
- 3.4 Unique issues

Each conference was different from the others for several reasons. Some of the conferences were large, some were small. Participants came to the conferences with varying degrees of knowledge about sustainability. In some communities, health and social issues were the topics of primary concern to participants. (*see Appendix 1*)

This section of the report about the conferences presents an overview of:

- 1) what participants said relative to the eight economic factors;
- 2) impediments to the development of sustainable communities as the participants identified them;
- 3) shared perspectives; and
- 4) a brief list of issues that are unique to a few communities.

3.1 Eight economic factors applied to Yukon communities:

The eight economic factors that influence the degree of sustainability of communities were considered in one form or another in all

Figure 3: Community initiatives — case studies (*see Appendix 2*)

Two of the 11 community case studies are Whitehorse-focused, one is Whitehorse-based but serves the whole Yukon. The rest of the case studies were from other communities.

- Government funding: Nine of the initiatives relied on government funding to carry out the project. Two did not rely on government support to any great extent and one has become self-sufficient since the initial funding.
- Fundraising: Four groups did community fundraising; three received a small amount of support from private business.
- Community involvement: Six projects had some degree of involvement from the town/village Council (mostly in terms of space or land). Two projects have major town involvement as "partners".
- Community building: Most of the projects helped build a sense of community either as a town or village or as a group of people within the community (strengthening connections among residents and social service organizations, building a positive profile for a specific group, or building a smaller community within the community).
- Self esteem: Several projects helped to build the self esteem of the people involved; many of the people working on the projects have learned new skills and developed an increased sense of pride in their activities.

communities. What differed from place to place was the perspective that participants took when they considered sustainability.

Factor 1 — Leadership/decision-making:

Participants are aware that good leadership and decision-making is key to a healthy community. They recognize that along with this leadership, communities need a sound business environment in which to develop and maintain a viable economic base. In one community, a participant said that “we’re talking about sustainable development, but we also need sustainable governance...the four-year planning cycle of government is not conducive to long-term planning.”

One person observed that while we consider the financial debt of the country, we must also consider the environmental debt. Some participants commented that even where leadership is provided and regulations for economic development and environmental protection are in place, enforcement falls short because of limited staff to monitor events.

Watson Lake participants also noted that the range of government involvement can affect the degree of local control over matters in their community. They said that there are six jurisdictions that can have input into local matters — the Yukon, federal, British Columbia, town and two First Nation governments. “It gets mind boggling just trying to clear a tree.”

Finally, participants in most communities viewed land claims and self government agreements as positive developments. Many participants identified improved relationships between First Nations people and others as a mark of improved community life.

Factor 2 — Business environment:

Participants acknowledge that the nature of the business environment is changing and land claims and self-government are part of this change.

Participants in several communities observed that the quality of goods and services has improved and that they do more of their purchasing ‘at home’ than they might have done in years past. They know that they are part of a sound business environment as customers and as people who own and manage the businesses.

“We have significant social issues — child abuse, spouse abuse and other violence. How do we talk about the economy when all of this is going on?”

“The key is to plan so that future needs are anticipated and can be met...The reality is that the forestry industry will support only about 25 people in our community.”

“Self-government and local control are important — without this we can’t control our own future.”

In some communities, participants said that one of the problems is that businesses are owned by people who live ‘outside’. They see a need for long-range planning and business development by local people.

Factor 3 — Access to capital:

They also know that it’s difficult to get the capital they need to start or expand businesses. Banks offer limited, if any, services in communities and make mortgage loans available in only a few. They were interested in the economic ventures displayed on the ‘boards’ at the conference because most of the people starting these businesses did not seek loans from banks; rather, they used their own capital or they were supported by other organizations such as Dana Naye Ventures.

Factor 4 — Infrastructure:

Participants are clear that without improved infrastructure they are lost in a global economy. They see internet access, local roads, improved telephone service and reliable mail service as the kind of infrastructure they need. On the role of government, one participant in Destruction Bay said “Government’s role is to maintain infrastructure (roads, gravel pits, etc.) and to help maintain an environment that welcomes business so that the private sector can develop and thrive.” Participants in most communities also identified food stores and recreation facilities as important aspects of local infrastructure.

Factor 5 — Quality of life:

Participants in the YCEE conferences acknowledged that they live where they live because they like it.

They like the quality of life that comes from living in communities surrounded by beautiful and challenging wilderness. They like living in communities where neighbours know each other. They like the quiet of their communities and the clean air and water, but they are also mindful of the effects of activities on their environment (i.e. water use and pollution and the effects of activities on animal and plant life). They like living in their communities in spite of the difficulties they encounter in terms of making a living and dealing with government bureaucracy that they feel often just doesn’t ‘get it’.

In all communities participants said that a healthy environment is important to them. They stressed the importance of:

- effective legislation to protect the environment;
- sustainable development (including resource extraction);
- the role of 'beautification' in communities and pride of place;
- safety and recreation to a healthy community life;
- the strong spiritual connection people have to the land;
- hunting, fishing, trapping in the lives of Yukon people; and
- the increasing importance of recycling initiatives.

Factor 6 — Informal economy:

People in the Yukon are resourceful. In her presentation, Audrey McLaughlin drew a parallel between the Yukon and other areas of the Circumpolar North in terms of how people sustain themselves. She referred to the 'bits and pieces economy' where people do what they can to maintain their quality of life and support themselves and their families. Some of this is outside of paid work and falls into the category of an informal economy where people barter and trade.

Factor 7 — Natural resources:

While participants indicated that there can be tensions between 'segments' in communities in terms of natural resource development and environmental issues, once again, they showed a keen interest in protecting the environment and using natural resources wisely. The sense of 'protecting' the environment for future generations prevailed, and as one participant in Carcross said, "We need to get mining companies to approach development with a spirit of cooperation so that it's not adversarial as it is now." Competing interests (e.g. work to sustain the caribou population in the Southern Lakes area vs mining potential) make it seem that "we're working against ourselves sometimes." The biggest job, they said, is to convince government that communities should be part of planning and enforcement of regulations.

"We become victims of our own success. We volunteer on the local level, then we're drawn to the territorial level and the national level and we don't spend the time working on things here in our own community."

Participants also indicated that they are acutely aware of how trends in the global economic community affect the historic base of the Yukon economy; namely, how world metal prices affect the territory's economic security. They apply this knowledge to things like recent developments in the government's oil and gas policy. In many cases, while they want the training and jobs that

can come with the growth of this industry, they do not want to live with the insecurities of boom and bust cycles. They also don't want jobs to go to 'outsiders' and see training as the way to make sure that the Yukon has a stable local pool of workers.

Factor 8 — Human resources:

The territory has a highly educated population. Also common to most communities is a population with a wide range of skills. Participants commented on the varied education of their fellow citizens. They indicated a great deal of respect for the capabilities of the people with whom they live, but they also acknowledged that there is often a gap between 'opportunity' and the ability of people to take advantage of that opportunity.

“There is a lack of respect in our community for resource-based industries — mining, hunting, fishing and trapping. This is not just a ‘life style’; there is no dividing line between the economy and life style. We have to consider the warp and woof of life in the community.”

Communities often don't have the 'capacity' to develop the opportunity themselves. Sometimes this is a problem of skill level, sometimes it is a problem of financing and sometimes it is a problem of initiative. In Ross River, for example, participants acknowledged that there is a “gap sometimes, between ideas for economic development and reality..(people) need a business sense to succeed. We did have a business course when the corporation was strong and had a room full of people, but no one could understand (the material).” And in Mayo participants noted that “there's sometimes a gap between an idea and the capacity of an individual to act on it...there's no substitute for education and experience.”

It's this 'gap' between an opportunity and the ability to take advantage of the opportunity that is a serious issue in many Yukon communities. People in some communities recognize that this gap must be addressed if realistic sustainable development is to occur. Some participants observed that the gap can exist because people envision a major project (such as a large hotel) but they do not have the capacity in their community to manage even a smaller project such as a bed and breakfast. They could learn from the experience of people interviewed for the business profiles who said that it's best to “start small” and develop from there.

Participants said that they appreciated the YCEE conference in their community because it provided a forum for them to hear each other's perspectives on their community and their ideas on

small-scale activities that could be conducted locally. A participant in Faro said, “we need more meetings like this community conference so that people can come together to maintain their common direction.”

3.2 Impediments to the development of sustainable communities:

The YCEE conferences were not promoted by the council as a way to present answers for sustainability. They were a one-day opportunity to discuss the economy in the community context. Several points emerged that participants viewed as issues that could impede the development of opportunities that might be a foundation of sustainability in their communities. These impediments include:

“We have people with a lot of skills. They know they have the skill, but they don’t know how to market themselves.”

- substance abuse: Participants said that substance abuse is a problem throughout the Yukon. This is one of the negative aspects of northern life that the territory shares with other areas in the Circumpolar North. People with addictions are “lost” potential until they deal with their substance abuse and the issues that precipitated it.
- social issues: Other social issues such as child abuse, spouse abuse and other violence and crime can also undermine individual and community efforts to move towards more sustainability.
- accessibility of information: There is a gap in information. Many people in the communities did not know, for example, about the Business Service Centre in Whitehorse even though it has been open since 1997. Neither did many know very much about services such as those offered by Dana Naye Ventures.
- government methods: Participants in some communities questioned if government is operating in a sustainable way to support sustainable communities.
- community divisions: Splits within communities can work towards undermining otherwise positive initiatives. Small communities recognize that they need to work with their neighbouring communities, starting with basic activities such as community lunches etc., to develop stronger regional relationships.
- capacity: Participants acknowledged that often there is a gap between an idea for a promising endeavour and the ability of individuals or communities to carry it out.

“Our community seems to encourage substance abuse. We have to let each other know that it is not acceptable.”

3.3 Shared perspectives:

There are many common shared perspectives of sustainable communities. Not the least of these is a clear sense of self-definition. If the participants in the YCEE community conferences are representative of the general population, people who live in communities outside Whitehorse have a fundamental understanding of 'who they are' and what their communities mean to them. In all of the conferences, participants stated that they live where they live because they like their community and its surroundings.

"Sometimes people don't recognize opportunity because it's dirty, dressed in coveralls and is a lot of hard work."

From Ross River to Old Crow participants said that they appreciate the clean air, water and the land around them — and they want to keep it that way. Most do not want to live anywhere else. They do not want to live "off" government; rather, they want government to provide support in areas such as infrastructure development and health and social services, but that such support be provided according to needs identified by the community, not by the government.

Participants at the YCEE conferences were realistic about life in their communities. In Watson Lake, for example, participants acknowledged that "we need to change attitudes about what opportunities there are in Watson Lake and not just wait for the mines to open." In Faro people are looking forward to the day when a mine opening or closing is not something that controls the fate of their town. In Ross River participants said residents see positive changes from where things "used to be" but they expressed frustration about employment opportunities that go to people from outside their community.

"Sustainability comes from a commitment to a sense of place. It takes time to develop. We are working to break down 'outside' control. Land claims have helped turn the focus onto the need to justify decisions locally."

Participants in most communities also observed that 'beautification' can have a strong effect on their well-being. While planting flowers and trimming trees may not be everyone's definition of improving a community's appearance, participants agreed that it's a simple matter to pick up garbage and remove derelict vehicles. The message is one of pride — pride in where they live. Participants in Faro and Watson Lake also linked this 'pride of place' to home ownership.

At several community conferences, participants said that being situated "close to Whitehorse" can be either a positive or negative aspect. It's positive in terms of things like accessibility to the airport

and travel 'outside', opportunities to study, shopping and sometimes employment, but it's negative when it comes to access to alcohol and drugs. Participants in Mayo also mentioned proximity to Dawson City as a negative thing when people go there just to get alcohol.

"People need to change from the attitude of 'our rights' to 'our responsibilities'."

Regardless of the size of the community, participants indicated that they like knowing their neighbours. As one Dawson City participant said referring to cold winter days when you can't see facial features under the wrap of scarves and hoods, "know the coat, know the person". What participants said they like about their community is the sense of security they have from knowing who is who — but, they also recognize that along with this familiarity a certain degree of contempt can develop. Those situations, for example, in which volunteers (people who have other full time responsibilities either in paid employment or with their families), are fatigued and stressed and become fed up and "take their ball and go home", are not rare in communities where much is left up to individuals to make a town work.

They also recognize that not everyone is at the same place in terms of interest in community involvement. Sometimes a few do a lot, and sometimes those few start to resent the lot they do; but, in most communities, conference participants shrugged their shoulders and acknowledged that this is just another aspect of community life.

"We like the quiet community and the beautiful scenery. We like that there are no traffic jams and that it is easy to get around. We like that we are isolated from Whitehorse, but we're still close enough if we want to go there."

Participants in all communities spoke about the poor state of electronic infrastructure in rural Yukon. Take the person in Ross River who designs puzzles and uses the internet to 'ship' them south and 'overseas' where they are turned into product and sold in North America — but because the internet service is so limited, he sends work out at night when he can get a line. Take the Carcross 'resident' — he has a home in Carcross he wants to live in full time — who can't run his over-the-internet business from there because of poor infrastructure. His solution? He maintains a home in Whitehorse and works from there, but he would rather live and work in Carcross.

It's not that residents in Yukon communities don't know the value of being electronically "hooked into the world", they just don't have the infrastructure they can rely on in order to do it. In some cases, they've come up with a possible solution — satellite services — but they see it as the government's role to provide the infrastructure. They are frustrated with the limited service available to them; they see this as a sure 'supportive' role for government.

3.4 Unique issues:

Some issues emerged as relatively unique to a few communities.

- Issue: need to link to a neighbouring community and improve community-to-community communication (Destruction Bay and Burwash Landing) — Conference participants identified the need for these two small highway communities to do more things together such as fire fighting, sports events and social events — for the benefit of both communities.
- Issue: need for a store (Beaver Creek) — There is no store in Beaver Creek for people to buy even milk and bread. Conference participants said that a store would be one of those services that would make the community more attractive to professionals such as teachers and nurses.
- Issue: need for more and varied Yukon College courses to meet local needs in communities that don't have "the critical mass" to sustain regular registration levels (Ross River) — Participants in Ross River pointed out that they may not have the required minimum number of people to attend a specific college course, but that if the college would run a program for a fewer number of students it could increase the skill level of people who live in the community.
- Issue: need for better mail service (Destruction Bay and Faro) — Participants referred to poor mail service in terms of timing of delivery and quality of the service relative to damaged packages. One participant in Faro said that he could drive to Skagway to pick up mail in less time than it takes for post office delivery.
- Issue: need for more home ownership (Faro and Watson Lake) — Participants in both of these communities pointed out that if people own their own home in a community they feel more committed to the place in which they live. Watson Lake participants said that teachers, nurses and RCMP officers could show a longer term commitment to the community if they purchased their own homes. Participants in Faro also noted that home ownership is a way for individuals to make a statement about their desire to remain in the community.
- Issue: need to enforce existing laws on roadside camping and waste dumping (Destruction Bay) — Participants in Destruction Bay repeated their concerns that adequate enforcement of laws against roadside camping would

"It's not so important where you live in the context of global interchange."

"We need to acknowledge that problems are common problems — not First Nation problems and non First Nation problems — to help break down barriers."

encourage tourists to stay in local camp sites. They also noted that when tourists dump sewage in ditches they damage the environment. "More summer staff is needed to enforce laws."

Part 4

4.1 Observations

4.2 Conclusion

4.1 Observations:

Recent discussions about sustainable communities and sustainable development began in 1987 when the reports of the Brüntland Commission and Canada's National Task Force on the Environment and the Economy were published. The generally accepted premise is that while government can help communities become more sustainable, it's really up to the people in the communities to develop a vision and follow through with the planning and delivery so that their communities can become more sustainable.

There is a delicate balance, however, that must be maintained. We are living in a global economy where everything from scientific knowledge to technology to social awareness and health issues seems to be 'fluid'. Very little remains the same. In our global economy, industry works beyond borders, but governments still have a traditional mandate of responsibility for the people — health, education, decision-making and information sharing (Dr. Nancy J. Adler McGill University). It's in this milieu that people who live in small communities are attempting to preserve their way of life, protect the natural environment that surrounds them, and still carve out an economic base upon which to live.

"The Yukon could be a primary place for people to study things like government-to-government relationships ...sometimes I think we try so hard to be like 'outside' that we miss opportunities here."

Some Yukon communities have demonstrated an ability "to take what's here and go beyond it" as a participant in Dawson City said. An example of this ability is the Dawson City Music Festival that started out as a local event designed to "suit ourselves" and became a part of the town's economic base that draws some of the best music talent from outside and from the Yukon. The same can be said of the Alsek Music Festival in Haines Junction, the Klondike Road Relay between Skagway and Whitehorse and the Chilkat Bike Race between Haines Junction and Haines.

Some businesses, such as Go Wild, a tour booking agent and eco-tourism enterprise, have also 'taken what's here and gone beyond'. Others, such as Northerm Windows and Bean North Coffee, have developed into solid Yukon businesses built on products not directly associated with the environment.

Volunteer burn-out continues to be a serious issue for most Yukon communities. An added concern in recent years is the degree of liability volunteer boards are feeling in terms of accountability for their decisions. As non government organizations (NGOs) take on more responsibility in community services (such as crisis intervention services and membership on boards that do outreach activity), volunteers are faced with new liabilities for financial and management decisions and they often do not feel prepared to take on these added responsibilities.

“Each regulation may have an individual rationale, but put together, there are too many rules and no way to enforce them...and when you try to enforce them, you generate adversaries in the community.”

Although some communities are further ahead than others in terms of thinking about sustainability, when asked what they could do to contribute to their community — its health, economy and quality of life — many participants continued to focus on “getting” government grants and other government funding as a way to sustain themselves. Faro, Watson Lake, Carcross and Destruction Bay stood out as communities not depending on government funding when they plan for the future.

In Burwash Landing, the good news is linked to education. The community boasts an increasing number of highly educated young First Nation people. The challenge for this community, like so many others, is to make sure that these graduates have prospects for paid employment when they want to come home. The trend toward more education in the Yukon First Nation population shows up in Mayo where 30 Nacho Nyak Dun people are at, or have graduated from, college or university.

Participants also stated that they want information — information on how to access money for economic and community initiatives, on how to develop businesses, and on many other aspects of business including government processes.

There is also a prevailing positive sentiment towards First Nation Final and Self-government Agreements. In many communities, participants indicated that besides the ‘economic certainty’ that has been promised by the agreements, they see them as a basis of improving relationships between First Nations, local governments and communities. In one community, Mayo, students who had been born and raised in the town, but who were not themselves First Nation people, presented a hopeful perspective when they clearly stated their respect for the role of First Nation elders in the community.

“We have to do something else other than depend on tourism and government.”

In spite of the ups and downs of the Yukon economy, the populations of most communities (with the exception of Faro) have remained relatively stable from year to year over the last decade. Stable populations offer the opportunity for some depth in long-range community planning so that a vision of where the community and its people ‘want to go’ can be established to set the stage for a sustainable future.

But Yukon people also need to think ‘regionally’ as they apply the principles of sustainable communities. For example, participants in several Yukon communities talked about developing a saw mill as a way to “provide jobs”. They did not, however, take their idea of a saw mill to the ‘value added’ stage that could have more sustainable benefits for a broader region rather than just a single community.

4.2 — Conclusion:

The YCEE conferences showed that Yukon people are innovative and do many things to sustain themselves in their communities. The ultimate challenge, however, is to bridge the gap between an opportunity or idea and the action that it takes to develop sustainable economic opportunities.

Sustainability is ‘good business’ from all perspectives — social, economic and environmental. The eight economic factors that were highlighted during the YCEE conferences as influences on the degree of sustainability of communities are as significant in the Yukon as they are in other areas of the Circumpolar North. Given appropriate consideration, these are the kinds of forces that could guide community growth — growth that considers all of the varied aspects of our lives, including paid and unpaid work, recreation and family life. Change and growth will take time. Consistent effort and a common sense of direction mean that ideas and opportunities can become sustainable options for Yukon communities.

Yukon Council on the Economy and the Environment
— Community Conferences 1999 Final Report —

Appendices

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APPENDIX 1

Beaver Creek

“...people are friendly”

Self description

- perfect climate — don't have to spend money on energy for air conditioning
- mountains/views/no wind
- little crime (no anonymity)/crime that exists is mostly alcohol related
- freedom/access to land
- less bureaucracy/less restrictive lifestyle
- people in Beaver Creek are friendly —invite people new to town to gatherings
- White River land claim will put the whole community on a stronger foot

What aspects of Beaver Creek do you want to maintain/enhance

(strengths of the town)

- mosquito control
- “beautiful” swimming pool/kids do swimming badges/some go as far as qualifying for life guard status
- outdoor ice rink is well-used
- good walkway
- building new curling rink
- good youth program

Things that need improvement/change

- school services/fewer kids, cutting teachers/K-9 only — “It's not about what's good for the kids; it's all about numbers.”
- need at least two teachers/one person can't teach K-9 and be principal
- kids flounder when they leave the community because they aren't used to the size of schools and regimens that they find in Whitehorse (don't go to Haines Junction because there is no dorm)/some kids go to Northway (Alaska), but “the Canadian system is better and there are fewer social problems in Whitehorse”
- Beaver Creek school also takes children of US Customs families
- could offer teachers and nurse perk of free rent to attract them to Beaver Creek/Yukon government should assess communities on an individual basis to decide if housing should be subsidized rather than apply a general policy across the territory
- no store
- improve walkway so that tourists use it/locals use it a lot, even used as a horse trail and skidoo trail

What individuals can do to turn their vision of Beaver Creek into reality

1. Transportation/infrastructure

- improve walk way

2. Health/education

- teaching staff cut back to one teacher for K-9/lobby government for at least one more teacher

3. Policing/justice

- continue level of police involvement with community

4. Private sector investment

- First Nation governments use a lot of paper — could look into getting together to buy in large quantities and save money

5. Government

- adjust Yukon-wide policies on housing for teachers and nurses to accommodate needs specific to Beaver Creek

6. Other

- an Elder Hostel could attract senior tourists
- continue to work with youth programs (recreation centre)

Where to go from here

- new curling rink is important to community

Impediments to success

- remote location — at the 'end of the road'
- lack of internet service
- lack of support for local needs in school
- government policies that are an impediment to attracting teachers and nurses

Burwash Landing

“There are many opportunities here.”

Self description

- lots of community events
- people purchase products from the local store (quality has improved)
- highly educated First Nation people
- strong culture of education
- many diverse activities (fishing, hiking, riding horses etc.)
- individual in community is certified to teach First Aid
- restaurant/accommodations
- swans
- First Nation culture

What aspects of Burwash Landing do you want to maintain/enhance

- people in Destruction Bay and Burwash Landing are starting to realize that they have to work together/in the '70s people got together for social activities, not so much any more/people have gotten together for some initiatives such as Emergency Measures
- museum
- Ollie's
- lots of people from around the world travel through
- strong sense of First Nation culture
- First Nation is a big support of the store/crafts sold in store
- daycare
- tourism
- natural environment
- park

Things that need improvement/change

- although many highly educated First Nation people, they do not live and work in Burwash Landing because there are not enough jobs
- people from all over the world are offering tours instead of locals
- need qualified economic development person in the community
- Burwash Landing and Destruction Bay are split — people need to work together
- seasonal nature of work
- need more support for individuals (i.e. not First Nation business, but individual business)
- need central booking agency in town (i.e. might help lower insurance rates “but we'd probably be breaking some law we don't know about”)
- ability to keep people living in Burwash Landing
- lots going on but people don't always come/don't hear about events

What individuals can do to turn their vision of Burwash Landing into reality

1. Leadership:

- improve connections among communities on the North Highway (especially between Burwash Landing and Destruction Bay)
- plan a get together
- talk to people when something is planned
- could have Thanksgiving dinner to bring business people together to talk about how to better work together

2. Transportation/infrastructure

- tourists need something to come to
- issue of dump situation in Burwash Landing/recycling opportunities

3. Health/education

- work in daycare
- continue with school council
- promote environmental awareness (dump and recycling)

4. Private sector investment

- organize information about the area to be available in BC and Alaskan ferry terminals to attract tourists up the North Highway (let them know in advance that there's something to come to — museum, fishing etc.)
- van transportation between Burwash Landing and Destruction Bay for visitors to visit the museum
- tap into First Nation market
- market good quality crafts/have product information on things like the difference between home tan and commercial tan
- organize person to provide information to tourists
- tap into winter tourism (Japanese)
- develop a 'skills pool' of resource people to help with access to information and people who are contemplating a business

5. Government

- "No one is asking government for a million dollars; we just don't want government to get in our way." (i.e. let people know what's going on — e.g. people aren't clear about requirement for liability insurance to take out tourists)
- promote the Business Services Centre (in Whitehorse) — started in 1997 and "nobody knows it exists"

6. Other

- "I don't take out tourists anymore because of the liability insurance...who's liable depends on who you're taking out, German or American. If they're American, you're in trouble."
- Yukon government campgrounds are an issue (competition with private campgrounds)/sewage disposal along roads and in other areas other than sani dumps by thoughtless travelers is serious

Where to go from here

- work to eliminate duplication of services

Impediments to success

- can't keep educated people in Burwash Landing with good paying jobs
- time/willingness of people to come together/volunteer core burnt out
- hard to sell good quality crafts because of cheaper products
- where to get information on access to capital, business plans, business information
- seasonal nature of work
- keeping people working at the day care
- need volume to benefit from lower costs/hard to compete with large buyers like Extra Foods/hard to get consistency in supplies

Carcross

“We have the finest cross country ski trails in the Yukon.”

Self description

- beautiful area/long history of the area and its people/staying area for swans
- location is a major point of arrival to the Yukon/on a much-traveled route (have had up to 70,000 people come through in a year)
- Tlingit speakers/history (help heal community and educate tourists)
- lots of wildlife/desert/beach/good winter snow/Montana Mountain/ Emerald Lake/Chilkoot/Tlingit Tagish Trail
- Carcross/Tagish area (about 450 people in Carcross and 350 in Tagish but Tagish population goes up to about 1,000 in summer)/strong core community/more elderly population in area
- great film location
- Chamber of Commerce
- close to Whitehorse (also a ‘weakness’)
- bed and breakfast operations on lake (pay less than in Whitehorse/average two-night stays/people have booked up to 10 days to stay in area)
- good brochure (101 Things to do in Carcross/Tagish)
- waterfront project
- good volunteers

What aspects of Carcross do you want to maintain/enhance

- heritage resources
- strong Tlingit history that could be managed locally for First Nations tourism and for ‘export’
- clean water and air (Engineer Creek is an issue, but it is salvageable)
- advances in justice (circle sentencing, healing)
- good infrastructure (roads, railroad, library, health care, school, water service, new clean dump, pool, airport, RV park, Yukon College, car wash, boat launches, visitor centre, municipal services building, First Nation government, footbridge etc.)
- well-trained human resource pool
- radio station that can run off 12-volt car battery
- Tagish Bridge Marina
- Carcross Community School web site
- cash machine
- store

Things that need improvement/change

- issue with Engineer Creek pollution
- internet (slow and shuts down a lot/only three available ports)
- access to capital to develop business opportunities
- marketing of the area

What individuals can do to turn their vision of Carcross into reality

1. Leadership:

- develop a community-wide effort to market the area/idea of ‘seamless tourism’ (rather than each business doing its own)
- will pursue some of the environment ideas

2. Transportation/infrastructure

- work to maintain existing infrastructure (which is acknowledged as good)

3. Health/education

- would be worth it to help out just three or four people for a year (to develop business ideas and skills) and these three become role models for others
- need to differentiate between 'education' and 'training'
- work on business plans and ideas at the College

4. Policing/justice

- continue with work in justice area

5. Private sector investment

- Chamber of Commerce will be talking about a regional service network
- initiate discussions with people about their ideas (i.e. continue with discussions begun during YCEE conference)
- start a greenhouse
- will develop a presentation for Chamber on how to get onto the internet

6. Government

- review education strategies (link environment and economy in schools)

7. Other

- wilderness cabins can attract and hold tourists
- women have more success with business start-up — why? start with lower expectations, spend time thinking out what they want to do, persevere through the hard times, usually into it for more than the money (also looking for quality of life), often more pressure on men to "succeed"
- could learn from businesses like the logging operation at the end of 10-Mile — it's a sustainable operation and it's also a lifestyle (not just about money/doesn't log where the caribou are/been doing this for many years)

Where to go from here

- put someone with economic development skills in the community (services are in Whitehorse) to follow through with training opportunities and implementation (the people who have developed successful businesses have relied on people who have knowledge and they have had an 'innate ability' as an entrepreneur)
- develop programs in business planning for everyone who is available to take it and who have a business idea that is either seasonal or year round (i.e. federal government program for people who are receiving unemployment insurance and who have a year-round business idea)

Impediments to success

- proximity to Whitehorse (both a plus and negative for the community)
- volunteer burn out
- many people have good skills but lack the means (education and resources) to capture the market (i.e. gap between the available work force and potential market)
- short programs in economic development and self-improvement skills (e.g. writing a business plan) fail because there is no support to implement them and develop business skills) — many people who come to the College have a skill they could use to make money, but they need practical support to make it happen
- emerging music industry but lots of musicians and no managers (at the management/organizing level)
- access to capital is a problem in all rural Yukon areas
- access to information (if it's there, people don't know about it)

Carmacks

“...the centre of the Yukon.”

Self description/positive aspects of Carmacks

- safe community/you know where your kids are and so does everyone else
- traditional lifestyle of hunting, fishing and berry picking
- people work together in good times and bad/there is a strong core of people/strong caring support for each other
- people working on healing through alcohol treatment but need after care opportunities — use of alcohol is going down
- cultural activities for the children with the elders and at school
- in Carmacks there is a good “mix of cultures”
- Carmacks is at the junction of three highways — it’s the “centre of the Yukon”
- there is support for small business and First Nation initiatives through the Carmacks Development Corporation
- there is no division between rich and poor
- the crime rate has gone down
- there is a “strong sense of creation” throughout the community/strong spiritual values and growing sense of family values
- good to have Northern Tutchone taught in school
- wonderful interpretative centre/visitors’ centre
- land claims is being implemented/Northern Tutchone governance over their lands
- positive to have Renewable Resources Council with members from a cross section of the community/First Nation is commanding more respect
- an RV park is under construction
- good services including a volunteer fire department, emergency measures organization, contingent of Canadian Rangers (good learning experience and good for building relationships)
- boardwalk, foot bridge
- restaurant
- sports — hockey, curling, skating, baseball
- good after school activities
- training initiatives in forestry, mining, cooking

What aspects of Carmacks do you want to maintain/enhance

- maintain the locally-based spiritual guidance based on local traditions (i.e. sweet grass is not a Northern Tutchone tradition)
- Yukon College programs in the community
- preserve stories/teach youth to dance and sing to promote culture of Northern Tutchone (could also be developed to attract tourists)
- Forest Management for local economic opportunities
- support for the interpretative centre — many positive things going on through the interpretative centre, but it has more potential as an opportunity for people to see and buy local work/also as a place for artists
- internet connections

Things that need improvement/change

- need to deal with alcohol and drug abuse/develop family-based treatment to address unresolved family issues and help the family support the addicted individual
- promote activities for tourists through the interpretative centre
- try to develop more self-sufficiency with food through a community garden
- more opportunities to purchase things like nets and guns locally
- strengthen language choices for children in the school/kids should learn German

- give students the skills they need to change
- develop instruction in the school dealing with First Nation law
- level of parent involvement and caring in the education of their children
- strengthen academic requirements and standards — “Grade 12 should really be grade 12.”
- more elder involvement in the Elder in Residence program
- work to change the mind set that keeps people relying on social assistance
- two bars in the community / some people live in the bar / bars should not be open on Sundays
- decrease the demand for alcohol through healing and working on self-awareness and self-worth

Needs

- for individuals to identify their skills / people aren't always paid their worth / community needs to work with people and with what they can contribute
- need more diversity of businesses
- training in business matters — businesses have opened and then failed due to poor management because people didn't have the skills to run the business / could benefit from training
- support and funding for youth-based initiatives (youth centre is closed) / not enough activities for youth
- need to encourage youth to take more responsibility in the community and for their actions
- need to promote the importance of kids attending school - a problem of attitude in the whole community

Comments/questions

- “We need to look to the future but we also have to give kids traditional experiences.”
- “We need to bridge the gap between youth and elders.”
- “Government documents are hard to read.”
- “We need a vision to spearhead activity. It takes one or two individuals to accomplish things such as opening the youth centre and new businesses.”
- “When people start things, they need to carry through with them.”
- “There is a lack of respect for the community.”
- “There's a lot that could be done in Carmacks, but everyone wants to be paid.”
- “People want to run to Whitehorse.”
- “It's hard to address other issues in the community if social problems are not addressed.”
- “We need to work together and the opportune time is now.”
- “There was a community policing workshop about two years and ideas came forward. A survey was supposed to be done, but nothing happened.”
- “It's hard to reach people in their early 20s. They don't seem to want to work and there doesn't seem to be an incentive to work. Hanging around becomes the culture of the community.”
- “We're in a period of transition as we move from DIAND to self-government.”
- “Some people have missed employment opportunities because of alcohol abuse; they work for two or three weeks and then binge and lose their jobs.”
- “There's been a high rate of FAE and FAS but it seems to be on the downturn. Still, there's a need for education in schools, parenting skills and life skills training.”

What individuals can do to turn their vision of Carmacks into reality

1. Leadership:

- town council and First Nation government need to meet (issues are general problems, not just First Nation problems)
- communicate with elders about what they can and want to do/how and if they want to participate
- ask School Council to bring more traditional knowledge to the school

2. Transportation/infrastructure

- help make the school more a part of the community
- work on beautification plan/build community and individual pride

3. Health

- take young men to the bush/make use of culture camps that aren't being used
- volunteer time to help the recreation coordinator work with kids in the evenings (sports)
- work towards after care opportunities as a part of addictions treatment/promote a alcohol/drug free way of life
- work to set up inter agency committee again and bring healthy families worker to Carmacks

4. Policing/justice

- strengthen circle courts/justice system "is a mockery"

5. Private sector investment

- look into re-opening trading post

6. Government

- work to strengthen contacts among agencies

7. Other

- elders offered to take the children to culture camp

Where to go from here

- need meaningful employment — consider business possibilities (landscaping, janitorial, taxi service)
- use the community newsletter
- look at 'training' possibilities (parenting skills, business planning, treatment programs etc.)
- take advantage of the potential of the river
- the village is looking at extending the board walk
- develop alcohol/drug treatment for teens in Carmacks/less costly and families are around for support
- develop communication with other communities

Impediments to success

- money
- need for education and training that isn't available now

Dawson City

“...know the coat; know the person!”

Self description

- strong sense of cooperation/a lot of volunteer activity
- a community with a ‘can-do’ spirit/resourceful people
- diversity — communities within the community/multicultural
- people know one another
- unique area and worth preserving/built on the Yukon River (highway of the north)/fishing, transportation, way of life/ beautiful area
- very ‘political’ community (not ‘party’ politics) — “things that shouldn’t be are politicized” — polarities in the community to the point where “everything becomes controversial”
- extreme weather (it’s a good part of Dawson)/climate is a gift — winter is “artistic” / “know the coat, you know the person”
- a community of people with a high degree of education, experience and talent/many ‘jacks of all trades’
- a lot of interaction between First Nation and other people in Dawson/land claims has been “an exciting time and positive”
- strong sense of history — both First Nation and Gold Rush
- Tr’ondëk Hwëch’in reclaiming language and land —new partnerships are possible/increase in dialogue to lay foundations for future partnerships
- Dawson can “take what’s here and move beyond it” (e.g. Dawson Music Festival, writer in residence program, new art school being planned)
- economic opportunities have grown out of volunteer activity
- strong sense of individual worth and reputation (what you do while you’re here is how you’re graded)
- Dempster Highway has had a limited influence on life in Dawson but some locals use it for recreation and spiritual contact and economic activities (hunting, trapping and woodcutting)
- road development has been both a strength and weakness
- Dempster was built for mineral access but a spin off benefit has been paleontological discoveries (e.g. short-faced bear)/example of cooperation between miners and scientists (mining families are interested in seeking out history of the area and small-scale operations make this relationship possible — may be changing, however as bigger operations move in)
- except for a ‘core’ of people, Dawson is a transient community

What aspects of Dawson do you want to maintain/enhance

(strengths of the town)

- maintain small population/size of the town is manageable
- internet is just developing/important to improve service
- strong sense of community spirit and hard work
- maintain environment that supports mining — most miners don’t stay over the winter but value of their activity is important to the economy
- mining families contribute to local knowledge of plants and animals etc. and this understanding is part of planning for sustainable action
- artists are inspired by mines
- small family mines are being squeezed out (similar to small family farms in other parts of Canada)

Things that need improvement/change

- plywood fronts on buildings over the winter (businesses that shut down after the summer)/ change seasonal aspect of community
- some conflict between seasonal and year 'round activities
- reduce the reliance of groups on government grants etc.
- deal with volunteer burn-out/it's hard to replace the volunteers that are lost/need more appreciation of volunteers
- attitudes that lead to polarity/ improve communication/ sometimes people in Dawson fear a frank, honest discussion — need to get together to check agendas — for example, there seems to be three agendas on winter tourism (Parks Canada, Yukon Tourism, Dawson City)
- improve support for local business (plug economic leakage)
- education — good education opportunities in Dawson, but there's a broad diversity of educational needs and "because we lack a 'critical mass' its hard to get the services"
- improve level of youth involvement (right across the territory)

Needs

- must look to ourselves/ need to attract people who will contribute to the community and live here all year because of what Dawson offers
- improved internet service
- lower cost telephone service and energy

Comments/questions

- "We become the victims of our own success. We volunteer on the local level, then we're drawn to the territorial level and the national level and we don't spend the same time working on things here in Dawson."
- "We need to address the struggle in our community between those who want to expand and those who want Dawson to stay the same. For example, the groundwork for winter tourism has been done. But there is some concern that year round tourism could undermine the fabric of the community. We can either be the victim or the designer."
- "The question is 'How do we get the benefits from tourism, make it sustainable and not change the heart of Dawson?'"
- "Tourism and mining are both 'resource-based' industries."
- "There's a lack of respect in Dawson for resource-based industries of mining, hunting, fishing and trapping. This is not just a 'life style'; there is no dividing line between the economy and life style. We have to consider the woof and warp of life in the community."
- "When we enter into new ventures (such as winter tourism) we may want to reflect on the experience of the trapping industry in thinking through the process (regulations, controls) to protect natural resources."
- "No one seems to accept that there's a 'northern region' with its own set of values."

What individuals can do to turn their vision of Dawson into reality

1. Leadership:

- recognize volunteer contributions
- stop relying on government by setting a goal not to be dependent and creating an environment that supports a true economy
- improve communication among people (YCEE forum is a good way to get people talking to each other)
- develop a 'community pride' program
- improve communication in decision-making process

2. Transportation/infrastructure

- hard to be involved in things outside of Dawson because of the distance/internet and telephone help, but don't solve the problem (Chief Isaac Centre is working towards setting up a video conferencing facility)
- cable television is coming to Dawson (both good and bad aspects)

3. Health

- seniors seem to be isolated from youth — could work to improve contact

4. Private sector investment

- balance resource extraction industry with the rest of the economy/identify place of resource industry
- reduce 'leakage' from mining and from tourism
- encourage miners to hire locally rather than 'bringing in' help
- get Chamber of Commerce involved to create a 'made in Dawson' campaign

5. Government

- double impact of government downsizing on Dawson and people who live here 1.) the bureaucrats who still have jobs are asked to do more and more and burn out, and 2.) volunteer organizations are asked more and more to pick up the slack and volunteers burn out. (e.g. Training Trust Fund — the good part is that decisions are local, the bad part is the potential liability incurred for decisions made)
- change the structure of business licences so that seasonal and year 'round pay the same

6. Other

- need to create opportunities for children to make choices about where they want to live and work when they grow up — "If the community expands economically, maybe there will be a future for the children."
- Dawson is "extraordinary" in terms of volunteer time and money spent on youth activity, but coordination could be improved
- need jobs for kids/more than income; also self esteem

Where to go from here

- government services will always be needed — what about 'tele jobs' with people living in Dawson and working from here rather than having to move to Whitehorse if their employment is with government (decentralize by using technology)

Impediments to success

- community may have to have "more reasonable expectations" — want a new school "when the old one still has life", want a new pool "when the old one is still o.k."

Destruction Bay

“...a community in a beautiful location”

Self description

- isolated along this part of the highway / “we feel left out”
- some placer mining “but this isn’t going to save the economy”
- kids leave
- need help to develop sustainable community
- “We have to do something else other than depend on tourism and government.”
- “If we use the resources ourselves, we could have sustainability in our community.”

What aspects of Destruction Bay do you want to maintain/enhance

(strengths of the town)

- develop access to Burwash Flats
- develop hot springs
- museum/several buses have stopped (but only half the number of bus tours than there used to be)
- rec centre

Things that need improvement/change

- enforce existing laws about people camping along the highway — “The word is out that the Yukon is free.” / misuse of public and private property by dogs of RV owners and the people too
- internet infrastructure and service “we hear different things at different times” / talk among businesses to form an association for the Kluane Lake area to set up an internet service
- mail service is bad / mail is delivered only three or four times a week / parcels arrive damaged / quality of service is poor (two to three per cent of mail is misdirected)
- need help to stabilize the community / need “something to hold people here”
- need attitude change / community must get together / stop in-fighting
- need to work to get government to be more sensitive to the community e.g. notion of tourism planning “They haven’t done what was to be done two plans ago, so why are they back...we’re tired of waiting.”
- need ‘park warden’ all year and two in the summer
- use diesel fuel to generate energy — expensive / what about using the coal from Carmacks to create cheaper power?

Faro

“...where the grass really is greener!”

Self description

- Faro is a caring place
- safe town/good place to raise children
- good quality of life/great views/good town pride
- stubborn and tenacious people
- good store that caters to basic needs/good prices
- good level of service
- high degree of individual service
- people are multi-talented and diverse in their interests

What aspects of Faro do you want to maintain/enhance

(strengths of the town)

- good leadership
- sound municipal infrastructure
- good education system (K - 12) local campus of Yukon College
- “million dollar view”
- internet access
- quality of transportation infrastructure
- quality of health system (doctor and nurses)
- good policing (low crime rate) — two officers but would like three
- good private sector investment in infrastructure
- affordable housing
- store (food is cheaper in Faro than it is in Whitehorse)
- quality of life/access to trails

Things that need improvement/change

- extreme dependence on mine (i.e. to the point that when it is going it is a bonus, but other things hold the town together)
- dependence on government assistance/support
- quality of internet services
- a Yukon Housing rule that says you can't run a business out of your home
- levels of community involvement/ local attitudes about possibilities for the future
- the perception that Faro is “just a mining town”
- number of public phones
- stronger emphasis on training in computer skills, technologies etc.
- level of private sector investment (could improve through incentives)
- quality of service to traveling public
- public attitudes about the importance of a good physical appearance for the town — “community spirit”
- high level of unemployment by switching from mine-dependent attitude
- signage to guide people to Faro that features what the town is today
- tourist attractions (have good interpretive centre etc., hope that trail between Faro and Ross River goes through)

Needs

- more home ownership making Faro a place where people want to live (part of community pride)
- diversification
- services/ signage to attract people to Faro
- bed and breakfast accommodations to keep tourists in Faro area longer

- more meetings like the YCEE Community Conference so that people can come together to maintain their sense of common direction (Note: tourism meeting coming up too)
- resolve issues of conflicting interests (i.e. firewood need vs sheep habitat)
- coffee shop (no place in town to get breakfast)

Comments/questions

- "Every time the mine shuts down, we say we have to do something to get away from dependency on the mine...this time it's happening!"
- "The area can sustain only so many people."
- "It's not so important where you live in the context of global interchange." (i.e. people live in Faro and earn a living to sustain themselves, their families and their community by doing many things — internet is very important)
- There is still a need to diversify perspectives and commit to re education to look at 'something' other than mining as a source of income. Note: The influx and outflow of people will continue as other industries (such as oil and gas) come and go too. This underscores the need to have a strong centre of 'community' so that the base population can maintain the town with or without resource based industries.
- "We have lost the theatre and the drug store."
- Faro is a town that exemplifies the idea that it's not just the will to survive that maintains a community, but how people define survival and success.
- "Our needs change as we age." / "We can control how Faro grows."
- "We can promote our town for what it really is — as something other than 'just a mining town'."
- Some people are 'waiting' for something to happen, others are 'getting ready' for something (i.e. oil and gas training) to happen in the resource based sector, many others are looking for other ways to make a living and doing just fine — often with many 'jobs' (self-made as well as employees)
- Faro has not had many of the 'generational' influences (i.e. few extended families living in Faro). Furthermore, Faro keeps changing and so there is less of a chance for people to develop a "community focus". This underscores the need to enhance long-term planning for the community.
- This is a community where "the grass really is greener!"
- People have discovered that although the town has a smaller population, they can survive and succeed without the mine.
- The cost of industry can be prohibitive (energy/freight costs). — cheaper to drive to Skagway to pick up small freight than have it delivered to Faro.
- There is a problem of waste disposal from the mine (fuel, tires etc.)

What people do to maintain themselves in Faro

This is a community of diverse, multi-talented individuals that come together as a community.

- | | |
|-------------------------------------|----------------------------------|
| • outfitter/fly-in fishing operator | • part time worker for Stats Can |
| • community activist | • hotel/office worker |
| • handy person | • day care worker |
| • miner | • town councilor |
| • student | • office manager |
| • inventor | • artist |
| • environmentalist | • homemaker |
| • volunteer | • librarian |
| • tutor | • retired person |
| | • sawmill worker |

What people depend on to do business/raise a family etc. in Faro

- infrastructure (internet, roads, access, phone etc.)
- school/college
- health care
- store

What individuals can do to turn their vision of Faro into reality

1. Leadership:

- vote for a pro active council (like the one they have)
- work to encourage broader community support for initiatives
- go the extra mile with what I have to offer
- support teachers so that they don't burn out
- work to adapt school curriculum to local needs
- advertise the positive aspects of Faro — its housing, education, and general quality of life (to attract people with diverse interests and skills to make their home in the community)
- improve amount/quality of technology-based education/training
- work with teachers and School Council so that curriculum and school terms are compatible with the rest of the Yukon
- lobby the government to listen to residents about what is needed

2. Transportation/infrastructure

- maintain good roads and airport facilities
- lobby to maintain government funding for roads etc.
- make sure ads about airport service are accurate
- encourage local management of local airport facilities
- encourage government to work with Faro citizens to develop a 10-year plan for road upgrading
- use local initiative to promote the Robert Campbell Highway between Watson Lake and Faro (i.e. pointing out that it's not a great highway, but it is an acceptable road with campgrounds) — could develop wildlife viewing opportunities, pull outs with interpretive signs, mineral information and rock hounding opportunities
- lobby government for funding to advertise facilities

3. Health

- keep/support doctor and nurses
- have visiting optometrist come through Faro

4. Policing

- good as it is (but would be nice to have one more officer)

5. Private sector investment

- tax/cash incentives for private sector enterprise (consider downside)
- need to reach the CEOs of companies and bargain — don't quite know how to reach the CEOs (suggestion that government hold a forum inviting CEOs to the Yukon to give communities an opportunity to promote themselves — could also use chambers of commerce etc. to open doors (One serious problem is that many businesses have a 'closed system' in the Yukon i.e. Westmark Hotels that own the hotels, restaurants, buses etc.)
- develop a sign post to promote Faro
- market services of government so that people know who to call for information etc. — Faro could also call associations etc.

6. Government contracts

- work with government to develop better way to do contracts — i.e. the set up of the contracts makes a difference as to who/which community gets the work — i.e. tender specs and criteria are often oriented towards Whitehorse (e.g. mail and passenger buses)

7. Other

- support local business to keep doors open
- promote cottage industry
- customer service/meet market needs
- consistent message that Faro is open for business
- keep in touch with other communities and build on their successes

Where to go from here

- set up internet committee to work for improved service
- reduce fees for activities etc. for volunteer time
- recognize volunteers (during Volunteer Awareness Week/ all year too)
- advertise what Faro has to offer/host meetings (AGMs etc.)
- support community groups and promote local competitions
- do whatever is possible to stop 'leakage' out of the local economy
- link to Ross River (i.e. kids could come to Faro for grades 11 and 12 instead of going to Whitehorse)
- continue to educate people on the potential of Faro (e.g. golf course, mine tours Faro/Ross River trail, tourism)
- develop and promote programs on 'how to run a business'
- promote financing possibilities
- help people make the most of programs that are available
- develop a success-oriented community strategy (*vs* problem-oriented)
- work on community-wide communications (community workshops)

Impediments to success

- money (individual, corporate, community)
- need for education and training — capacity of people to run a business — need appropriate training for the most part/ limited ability to talk financing
- transportation

Haines Junction

"...gateway to Kluane"

Self description

- long-term families/little movement/well-educated workforce
- high rate of volunteer involvement
- ideally situated with a connection to Whitehorse/two major highways/ close to Alaska
- people rely on local services
- one of the first Yukon communities with internet service
- many residents are not looking for growth, others are — need to balance two perspectives
- good quality of life as a small town/children generally stay in the area
- low crime rate/people respect others' safety (domestic issues are faced)/good RCMP
- lots for young people to do (volunteer and paid)
- four governments/large government payroll in town
- Kluane National Park/World Heritage areas
- Chamber of Commerce ("a group with a voice")
- Land Claims — resolving uncertainty/people are making it work through a cooperative approach
- six gas stations (five in the winter)
- centre for North Highway communities (e.g. drivers licences for Burwash Landing and Destruction Bay etc.)
- holding some Arctic Winter Games activities in 2000
- best dump in the Yukon/high level of environmental awareness/high recycling volumes
- Haines Junction looks good/effort on town beautification is important for locals as well as tourists
- older population is an asset/brings experience and knowledge to the community and community planning
- stay-at-home parents (mothers and fathers) accepted in town
- child care centre/pre school run by former teacher/priority of young kids
- temperate climate

What aspects of Haines Junction do you want to maintain/enhance

(strengths of the town)

- improve internet service (limited access)
- good water and sewer infrastructure
- community safety
- top quality convention centre and other facilities/ the town is becoming a central place for meetings and gatherings
- strong private sector/private sector is changing — new ideas, new businesses, enhancement to existing businesses, local capital being used
- airport
- Thrift Shop — everyone uses it
- Haines Junction can attract capital/people come to the town and invest
- growing in regional tourism/people from Haines and Juneau come to Haines Junction for visits
- quality of goods and services has improved in recent years/community recognizes that it is a service-based economy

- schools covers grades K to 12/generally people are pleased with the quality of education (kids from Destruction Bay and Burwash Landing go to Whitehorse to finish school) — Haines Junction school could be promoted as a 'regional' school
- strong wave of First Nation students pursuing post secondary education
- good parent involvement in school/low drop out rate/the community attitude is that it's "not cool to drop out"
- businesses support the community with their donations
- levels of government starting to work more cooperatively — in a post claims environment it takes time to develop relationships, but things are coming along well
- heritage area — tourism, but local appreciation too/international profile
- people support local businesses but the businesses depend on drive-through traffic too
- most businesses run all year but some are open for summer months only
- good rate/opportunities for summer employment for students but some businesses still bring in people to work
- diverse pool of crafts people and artists

Things that need improvement/change

- need work/jobs/future for children to return to after post secondary education or to move into after high school
- limited accommodations but hotel facilities in town are good and well-used (need to look at servicing groups of 50 to 70 people)
- not always a good match between skills and opportunities/jobs not available for all skills/not a lot of turnover in jobs but a lot of competition for available work ('good jobs' are in Whitehorse)
- some businesses serve their own clients and don't cater to locals
- high cost of energy and telephone service
- poor communication with banks (similar struggle for all rural areas)/ difficult to get mortgages/high insurance costs (village could save money on insurance if it had an "approved fire marshal")
- Haines Junction is "too small" to support a doctor, but the community needs one — would help encourage people to move to the community/has aging population that needs services of physician
- community needs a common vision of where it is going (mistrust of planning and bureaucracy)/polarization of people in the community
- forest fires and spruce beetle have caused problems with forestry industry
- cost of post secondary education is becoming prohibitive, but young people have expectations of high salaries/local businesses can hire other young people from outside who are pleased with the salary offered
- a 'seasonal worker' mentality affects a few but they can influence others

What individuals can do to turn their vision of Haines Junction into reality

1. Leadership:

- Chamber of Commerce (or government) could look into costs of insurance and need for fire marshal)
- village and First Nations have done a strategic plan (out of this, supposed to have one meeting a month — going well but some problems of scheduling)
- as a community, Haines Junction could look into the issue of recruiting/hiring from outside

2. Transportation/infrastructure

- Village Council could look into satellite internet service (the technology is available, the village needs to assess matters and see what's possible)

3. Health/education

- look at the possibility of a full time physician
- continue to advocate for First Nation businesses, heritage projects (traditional trails, collecting place names, guided hikes etc.)
- communicate with as many people as possible to find out where they want to go collectively
- continue to build on cooperative relationship between village and First Nations
- explore partnerships in the community to work towards a common goal so that “we don’t become an economy that’s driven from outside”

4. Private sector investment

- support the Haines Junction to Haines bike race and Alsek Music Festival
- continue to support the work of the Chamber of Commerce

5. Government

- improve planning processes — a lot of strategic processes going on but none considers the big picture
- recognize the desire of people to make decisions locally

6. Other

- develop a seniors condominium complex for people who want to live in the Yukon part time
- individuals can be ambassadors for the community by showing patience and respect for tourists so that they speak well of Haines Junction
- work to build stronger connections among North Highway communities

Comments

- “Haines Junction is being planned to death.”
- “The key is to plan so that ‘future’ needs are anticipated and can be met.”
- Forestry and mining are not a thing of the past. Year round tourism opportunities are coming along, but mining and forestry have not been put to bed.”
- “There was \$3 million spend on the Kluane Land Use Plan, it took 10 years to complete and it has only one paragraph on forestry.”
- “The reality is that the forestry industry will support only about 25 people.”
- “The Kluane Land Use Plan was never approved in the legislature. It’s old now. We need a new vision for this area.”
- “People are saying ‘We’re planned out; let’s get on with it’.”
- “Each regulation may have an individual rationale, but put together, there are too many rules and no way to enforce them...and when you try to enforce them, you generate adversaries in the community.”
- “There are serious problems with regulations such as DAP that can affect financing opportunities.”
- “Some people have thought about possibilities in agriculture, but they won’t take the risk in an environment of instability.”
- “There’s only room for so many businesses of one kind.”
- “None of the Haines Junction business owners are at this conference. Is something wrong or is everything just fine?”
- “Haines Junction business owners have not participated in conferences like this because they were content with their lifestyle and their income.”
- “Sustainability comes from a commitment to a sense of place. It takes time to develop. In Haines Junction, the national park has been seen to be managed from a distance. We are working to break down ‘outside control’. Land claims have helped turn the focus on the need to justify decisions locally.”

Where to go from here

- local businesses need to work together to build on their strengths; one day a large operation could move into town and create big change
- business owners need to participate in planning for the community's future
- start to develop a long range vision for the community, considering the diverse perspectives of residents
- build on strategic plan developed jointly by the village and Champagne and Aishihik First Nations

Impediments to success

- limited internet access/cost of telephone service and insurance
- lack of communication with banks/hard to get bank support
- no resident health care/no seniors facility
- lack of a common vision for the direction of the community
- polarization of people in the community/not full support for eco tourism and adventure tourism
- some sense of resentment of First Nation gains in land claims when really it's a matter of finding the balance — things are improving
- presence of national park precludes mining activity
- unstable atmosphere
- some people won't work with certain employers/businesses say they can't find local people to work for them/in the summer, students from 'outside' are willing to work for minimum wage but many local youth are not

Mayo "Heart of the Yukon"

Self description

- beautiful location/mountains, rivers, valleys
- safe place for families/people watch out for each other's kids
- people have strong roots in Mayo that go back many years (both First Nation and non First Nation)
- great access to wilderness
- plentiful firewood
- free store and recycling/local store
- Mayo Historical Society/Binet House etc.
- schools are better than in city/more one-on-one attention/older students involved with younger students
- good relationship between native and non native people and between the Village and First Nation governments — structure for working relationship in place for 18 years
- get chances to do things in Mayo that you wouldn't have elsewhere(trips, sports opportunities etc.)
- people are generally physically fit/good active participation
- lots of community activities and everyone comes out
- youth want to keep things going for the long term
- relatively stable population/friends and family keep people in Mayo
- hasn't been "built up" like Dawson/RRC working to preserve the environment
- hottest and coldest temperatures in the Yukon
- lots of butterflies
- environmental regulations have become tighter (good thing)
- people are working towards building better and more energy-efficient houses (Power Smart was a good idea)
- a lot of support for youth in Mayo/people treat youth as individuals

What aspects of Mayo do you want to maintain/enhance

(strengths of the town)

- school is always open for activities/youth centre is open
- cooperation among people/good planning structures being set up
- game in the area (moose and also salmon and berries)
- cultural values
- protection/respect for environment
- swimming pool, curling, youth centre, library (library could be enhanced)
- good volunteers/fire, search and rescue/ambulance/recycling/soccer/rink/winter carnival
- arts and crafts (jewelry, beadwork, carving) very high quality work now done mostly as a hobby
- had a farmers market once and a garden centre
- have internet service but it's slow/only four lines
- community beautification activities
- respect for elders by younger generation/respect who they are and what they have accomplished
- good relationship with Dawson City
- medical services

Things that need improvement/change

- recycle more

- harvest more from land (food, garden, wood)/maximize use of local foods
- still mistrust between First Nation people and other people — must be dealt with/could advertise and promote when activities are “open” (some activities are “closed” for good reasons and this can be respected)
- medical services (no resident doctor, medical equipment old, women have to leave Mayo to have babies)
- internet services (if the power line infrastructure is extended to Dawson, internet line could go in at the same time)
- hydro potential (spilling \$1 million of energy a year)
- few electives at high school (many students go to Whitehorse for high school to take courses they can't get in Mayo — internet service could make it possible to take courses without leaving home)
- drug and alcohol problems are widespread (adults and youth)/kids in grade four and five are drinking and smoking — teachers have to deal with them and it takes time away from other students/gives Mayo a bad reputation that affects everyone/people can't hold jobs/when parents drink and use drugs, it affects children
- school drop-out rate needs to be addressed
- summer treatment programs for substance abuse, but need year 'round programs and after care support
- need to educate students about substance abuse (start in grade four)/need to educate adults so that they understand the effect they have on others when they abuse substances
- vandalism at the docks/theft and vandalism go hand-in-hand with alcoholism and drug abuse
- unemployment/people without jobs need training, education and opportunities/work is seasonal
- 'outsiders' are often brought in to work in Mayo area/'specialists' don't know the land as well as local people and tend to take over
- people in their 20s say there is “nothing to do”

Needs

- after care for treatment
- people leave work after one paycheque/need life, work and financial skills training — reach out to drop outs and people receiving social assistance
- jobs
- good internet service

Comments/questions

- “People often don't recognize opportunity because it's dirty, dressed in coveralls and is a lot of hard work.”
- “There's a lot for kids to do, but we need to vary activities in the school and the youth centre.”
- “We need to acknowledge that problems are common problems — not First Nation problems or non First Nation problems to help break down barriers.”
- “There has been an attitude change in Mayo about recycling and people are seeing results.”
- “Mining camps need to treat environment better and not leave fuel around to pollute.”
- “There's a lot of support for youth in Mayo, but a lot of activities are adult-initiated. Young people need family support but they also need to do things for themselves.”
- “We need a stronger youth-elder connection. Youth can learn from elders, but it works the other way around, too; elders can learn about things like computers from youth.”

Business initiatives/activities

People in Mayo are “versatile”. There are many economic and education opportunities and local services.

- Moose Creek Lodge
- Crooked Creek Wilderness Tours
- Mayo gardening centre
- Meases Farm
- Diggers Gold
- Tiremans (jewelry crafts)
- Persingers (wood carvings)
- J&B Contracting
- Klippert Construction
- Ricks Enterprise
- Leckie’s (market garden)
- Mayo North Star Motel
- Bedrock Hotel
- Petroleum Services
- Heartland Services
- Mayo Taxi Service
- Mayo Caselot
- Halfway Lodge
- China Village restaurant
- Blue Mule
- Steward Crossing Shell
- Whispering Willows camping
- Lansing Enterprises
- local daycare
- caterers
- Candlelight Cottage Crafts
- Winter Child Jewelry (Ester Winter)
- Simon Mason B&B
- Frog Air Service
- Black Sheep Aviation
- local miners
- local outfitters
- quilters
- Village of Mayo
- RCMP
- Nacho Nyak Dun
- Recreation Board
- Renewable Resources Council
- courses and training
- Yukon College
- Duncan Creek Gold Dusters (jewelry, tours)
- Keith Hepner (silver)
- Don Germaine (carving, wood, skidoo maintenance)
- Ewing Transport
- Wolf Tuck (general contractor)
- Keno City snackbar

What individuals can do to turn their vision of Mayo into reality

1. Leadership:

- encourage inter agency cooperation
- leadership has to continue to work together/recognize needs and set goals
- encourage leadership to work on Klondike corridor partnership

2. Transportation/infrastructure

- maintain transportation facilities/highway, river use, airport (no scheduled service)
- work to find ways to develop hydro electric potential to gain access to lower cost energy

3. Health

- go to AA meetings “stay sober in spite of temptations”
- support people trying to be sober
- continue with certification of people in day care field (happening but will take time)
- have a community dinner to honour people who deal with their substance abuse problem

4. Policing/justice

- maintain RCMP services/promote RCMP as positive part of community
- Northern Tutchone Tribal Council is looking at justice issues but this is a long-term exercise

5. Private sector investment

- logging can be done, but with respect for the environment
- support the local economy/buy locally/Meases are organic
- develop forest fire 'benefits' (morel mushrooms)
- consider agriculture possibilities

6. Government

- put youth ideas into funding proposals
- work with government to look into improving internet service (could be economic spin-offs)

7. Other

- invite older kids to take part in bush camp (usually just for younger kids)
- clean up the bush/recycle useable materials
- set up a display of the artwork of students
- bring together Northern Tutchone people/Northern Tutchone Tribal Council/bring people together to talk and share (need a venue)
- have family dances
- work out process with youth to keep youth centre open later
- support students through summer jobs so that they can 'try out' different things and combine local knowledge with technical, scientific knowledge
- parent support group has started

Where to go from here

- begin to work towards ways to break down barriers between people/start accepting each other — College could be a good place to begin
- develop a workshop/training opportunity just on tourism/a specific 'how to' with examples of opportunities in the area, what you need to achieve success, winter tourism etc.
- put the town on the internet (get out information on opportunities in Mayo)
- talk with Josie Sias (Circumpolar Commission representative) about links with other communities and research in the Circumpolar North

Impediments to success

- size of the community makes it difficult to 'diversify' business opportunities even though there already are many kinds of enterprises on the go
- focus on Whitehorse as Mayo's 'downtown'
- limited choices
- no outlet for sale of arts and crafts
- service to 'clients' from businesses
- outfitters not controlled by the community — resource is controlled but its used by outside people
- sometimes there's a gap between 'capacity' and idea — no substitute for education and experience

Old Crow

"...good things are happening..."

Self description

- friendly place/traditions are strong
- land claims and self-government is positive for the community/local people control the decisions that affect them
- fewer people are coming in
- clean land and water
- high level of spirituality/seasonal connections with the land
- history traces from 40,000 years ago
- 50-50 split in the community about whether or not prohibition is a strength, but children are healthier, there's not so much public drunkenness and there's more money in the community
- day home (10 years)
- isolated community/people rely on each other
- elders have always had a clear vision of the community
- good Youth Centre (recreation, bottle drives)
- good human resources, skills and knowledge/good leadership
- strong people/good quality of life/good skiing/ice fishing
- great fiddle players/Old Crow dancers/beading/unique artists
- people have survival skills/survival skills education
- mineral resources (oil and gas) in the area
- historic sites/book on Old Crow — "The Land Speaks"
- 17 business licences in Old Crow (e.g. sawmill, bed and breakfast, trucking, eco-tourism, store, donut shop, arts and crafts, Caribou Creations)

What aspects of Old Crow do you want to maintain/enhance

- native language is used/taught in school and college
- infrastructure being put into place to keep land and water clean
- good sense of culture and history/cultural camps
- good relationship with other Gwitchin/Gwitchin gathering/Gwitchin Tribal Council — talking with other boards and committees (a way for people to be involved and state concerns)
- good international and national reputation
- overland trips between Northwest Territories and Old Crow
- web page/internet service (college, school, some individuals — four lines)
- new school and direction in education — pride/keep children in community/important for self and community esteem/more teachers will support community with time and money
- subsistence use of the land and preservation of land and animals/Porcupine River
- positive relations with government (federal, territorial, First Nation)
- scientists with traditional knowledge
- community hall
- air service/access to outside
- jobs — day home, government, road construction, sawmill
- tourism — Rampart House/caribou migration/midnight sun (northern lights)/LaPrairie House/Heritage Branch

Things that need improvement/change

- tourism — job opportunities but need training/ possibility of fishing/ unique area and people

- housing/too many families living together in one home/people need the knowledge to maintain housing
- need trained workforce/need skills to get along
- need to overcome fear of risk
- downside of isolation — cost of travel, food, transportation, no competition in airlines
- little access to dollars
- need to lower the drop-out rate of students/need better support for studies
- unemployment rate high

What individuals can do to turn their vision of Old Crow into reality

1. Leadership:

- leaders can teach kids the value of community

2. Transportation/infrastructure

- bad infrastructure

3. Health/education

- continue living with traditional skills, spend time on the land and pass on this awareness to younger people
- work with the teachers and students in the school
- continue learning/sustainable development is part of the big picture/women are the backbone of the economy
- need to continue learning

4. Policing/justice

- good relations between people and RCMP — will strive to provide good service

5. Private sector investment

- move forward with day home
- small engine repair project

6. Government

- tell Yukon government to change the criteria that defines community (Old Crow is not a municipality, but it has same costs)
- First Nation government could provide people with more information about river traffic

7. Other

- have always been interested in tanning
- promote 'break-up' to advertise Old Crow for tourism

Where to go from here

- consider setting up a tannery

Impediments to success

- isolation
- little competition
- materialistic focus
- school drop out rate/immediate training needs

Old Crow

— sustainable development exercises —

The participants at the Old Crow conference worked as one group to consider two sustainable economic initiatives for their community. The first was an eco tourism venture and the second was a tannery. The participants considered a variation of the 'keys to success'.

Keys to success

- ⇒ ask why
- ⇒ start slowly
- ⇒ be consistent
- ⇒ manage demand

offer high quality service (i.e. develop what you have before you expand)

- ⇒ seek small solutions

(i.e. don't rely on one big, single approach, client, industry, supplier or customer)

- ⇒ maintain a low overhead
- ⇒ plug leakage

- ⇒ count on putting in a lot of time ('sweat equity')
- ⇒ use the internet as it is needed
- ⇒ organize regionally

Old Crow participants began with the first key to success — 'ask why', and then moved on to the possibilities (what they could do), the resources required, the skills needed, and the infrastructure required for each initiative they discussed (Eco Tourism and a Tannery). They also considered several questions linked to the eight economic factors that affect the degree of community sustainability (below).

Economic Factors

When planning a business or community initiative consider:

1. leadership and decision-making (Who are the leaders or people who will provide initiative to make the initiative a success?)
2. business environment (what is the business environment in the community?)
3. access to capital (Where will the money come from? Are there interested investors? Can investors be attracted?)
4. infrastructure (What infrastructure is in place/what is required?)
5. quality of life (not just buildings and people, but also their relationships)
6. informal economy (in-kind services/bartering/volunteer work)
7. natural resources
8. human resources (Can people take advantage of the opportunity?)

Initiative 1: Eco Tourism Venture

Why?:

- help people get back to the land
- provide work/experience to certain people in the community

Possibilities:

- set up camps for people to stay on the land with families and learn about a different way of live
- provide experiences people/tourists would not otherwise have
- conduct riverboat tours

Resources required:

- knowledge of the land
- first aid (can be learned through Yukon College)
- legal understanding of liabilities, insurance requirements etc.

Skills needed:

- ability to relate to people
- 'matchmaker'/broker between tourists (clients) and guides
- ability to organize and maintain quality
- ability to develop a marketing network
- knowledge of business administration

Infrastructure required:

- supplies
- services (showers, beds etc.)
- boats, motors, tents

Comments:

- could control the number of visitors (help maintain quality of service and type of product)
- need some statistics on how many paddlers use the river now and how many stop in town
- could promote what's available to tourists on a blackboard by the church
- need a central business service agency to help with administration, bookkeeping, legal/insurance information
- re insurance — First Nation government is covered on First Nation lands

Initiative 2: Traditional Tannery venture

Why?:

- would help maintain traditional skills/ uses knowledge of elders
- uses all parts of the caribou
- good tourist potential (links into eco tourism)

Possibilities:

- could tan other skins as well (such as beaver)

Resources needed:

- special wood
- animals
- knowledge of tanning
- three or four people who could teach method
- buyers:
 - market in northern and central BC/Yukon/NWT to:
 - First Nation communities;
 - arts and crafts stores; and
 - various stores in Whitehorse.

Infrastructure/tools required:

- place to do the work (backyard or camp)
- knives

Comments:

- consider compensation for elders who teach tanning method
- would interest women of all ages
- should be done at a camp for holistic value (start this way and look at commercial possibilities later)
- could link to eco tourism

In the case of both the tannery and the eco tourism venture, the community would also have to consider:

- what the economy can sustain;
- the commitment of people to support and continue the venture;
- social effects;
- degree of regulation; and
- whether or not the healing fund could be used for start-up costs.

Pelly Crossing

“...people are close to the land.”

Self description

- people in Pelly Crossing are close to the land
- peaceful area/good for spirit, self, happiness
- community has a school and a Yukon College campus
- strong cultural history

What aspects of Pelly Crossing do you want to maintain/enhance

- cultural activities/teachings in school (field trips for trapping, ice fishing, hunting)
- other cultural activities (stick gambling)
- many buildings (youth centre, First Nation office, skating rink, curling rink, Nursing station, community hall, school, fire hall, ambulance)
- abundance of talent and an ability to use it
- relative isolation keeps people ‘traditional’/arts and crafts
- Fort Selkirk attracts people from all over the world/traditional meeting place
- Penny’s Place is “excellent”/good reputation/high quality food

Things that need improvement/change/strengthen

- the dump needs to be moved/old dump needs to be cleaned (take this to general membership)/ toxic materials should be looked after
- recreation opportunities (hockey, baseball, curling, swimming)
- recycling centre should be used/water truck should be stored elsewhere
- culture camp at Tatleman Lake
- ability to spread language, culture throughout the world
- increase access to trails for hiking, biking, skiing, skidooing
- store is “touch and go” because it doesn’t make enough money/needs prices comparable to ‘in town’, but people must use it
- people need to maintain the buildings and keep them open for activities
- need plans and independent funding
- students need to show respect in school
- people need to “stop back-biting”/accept all individuals and groups

Needs

- roller blade park/more “family interaction” with kids
- need a bigger school with more classrooms and teachers so that students can be with their own grades/cafeteria, gym, playground
- bigger store
- open recycling centre “let volunteers volunteer”
- anger management program

Comments/questions

- “We need volunteers to make things happen and one coordinating person in charge.”
- “Our community seems to encourage substance abuse. We have to let each other know that it is not acceptable.”
- “The school should work with the First Nation on a 50:50 basis so that kids spend a half day in English and a half day in Northern Tutchone to learn their culture.”
- “Children need to learn to volunteer so that they develop skills. They seem to have an expectation of getting money. Volunteering is a good way to learn a skill that can turn into work later and they will be paid.”

What individuals can do to turn their vision of Pelly Crossing into reality

1. Leadership:

- students can raise issues in student council meetings to see “what we can do about forming a volunteering program”
- work to make people more aware of environmental issues
- develop common goals/raise issues in community meetings/more leadership at community meetings
- encourage people in leadership positions to be role models
- land use planning
- elders “will give what they have” to enhance traditions
- motivate/support people who are positive role models

2. Transportation/infrastructure

- organize taxi/bus/van service for transportation to Whitehorse
- want more and better things to do for entertainment and recreation

3. Health

- promote substance abuse treatment/testing as agenda item at the next General Assembly
- spread the word that drugs and alcohol are not acceptable
- work to renew traditional practices at fish camps and in other ways such as drum making and language use/Culture Day at Minto
- promote more use of traditional foods, food harvesting
- develop a ‘visiting program’ for kids to visit with elders/interaction helps people deal with abuse problems
- put stove filters in every house to help with air pollution

4. Private sector investment

- people support local talent by buying crafts
- possible to make a living from ‘art’
- river tours could be developed
- Yukon College lunches (\$5) — a business “waiting to happen”
- set up a hotel/bed and breakfast/establish tourism businesses

5. Government

- develop stronger ties with Mayo and Carmacks/share information
- support Northern Tutchone Council/more meetings
- look into wild meat inspection service (provide traditional foods in a restaurant for locals and tourists)

6. Other

- promote recognition of volunteers and support them/organize a volunteer appreciation night/organize more bingos
- encourage people in their 20s and 30s to contribute to the community
- have more celebrations with Pelly Crossing, Mayo and Carmacks so that people get to know each other
- organize a ‘spring clean-up’ (pay by the bag with money to go to youth/students for activities; have a community wiener roast at the end of the day)

Impediments to success

- money
- gap between ideas and skills to carry them out

Ross River

“...a beautiful community of diverse people”

Self-description:

- wonderful people with many talents and capabilities
- strong family ties, but a lot of “disasters” lately/ a community in crisis
- significant social issues — child abuse, spouse abuse, other violence “and it doesn’t seem to matter to anyone” — how do we talk about the economy when all of this is going on?
- young people don’t have much to look forward to
- families are divided in times of crisis
- no overall community association, but manage to work as a community — not a wealthy community, but people pull together when needed
- even if trained people live in Ross River, outsiders often get the jobs

Community strengths/successes:

- healthy lifestyle is an achievement for many people
- people want to work — need for holistic approach — need healthy student to have a healthy learner/ literacy program and employment
- wage subsidy program has helped
- 12-day treatment program — taken on by individuals with \$12,000 in funding — “it worked”
- Rangers — new search and rescue equipment/group specializing in climbing rescues (own initiative)
- group home — was successful but is now closed
- Elders teaching teachers
- history project in college — Welcome Home ceremony (people who were taken away as babies and who came back as adults) — book on traditional healing came out of this (being published by Yukon College)
- good computer access
- college and First Nation working together
- more of a sense of ‘community’ than is usually attributed to Ross River (i.e. programs often open to everyone regardless of who gets the funding)
- Kaska language is widely used
- community of artists — question of pricing
- people with other skills (such as camp cooks) — they know they have a skill, but lack know-how to market themselves — artists also have a problem that even if they know how to market and the value of their work, they can’t wait for the money and so sell their work more cheaply
- Round Table has been on the go for three years and it has taken time for something to come from it, some things are now starting — but Round Table was supposed to supply a resource person for applications for funding and this has not happened yet
- Ross River Drummers
- training such as the workplace preparation program — federal money for literacy, but took a holistic approach and worked well; oil and gas training that was recognized by industry, but no jobs yet — without jobs, difficult to get buy-in of community and individuals
- Ross River is a beautiful community, diverse in people and interests, but it is maligned and judged by outside people
- had a community garden and it worked, but funding stopped and the person running it had to get a job to support herself

- important for community to hear about individual successes in Ross River i.e. YNTEP has produced a Ross River teacher, a Ross River person has entered the RCMP, another is a forestry worker

Needs:

- need some continuity — seem to move from crisis to crisis
- front-line workers need support for the work they do
need group home/day care
- need safe place for elders
- more computer programs for kids — they show the interest by coming to the College, but there are limited programs

Ideas:

- space for artists to work, for elders to come and for children to learn
- camp cook course for elders and others to show the business side of their skill (had a course like this in Pelly Crossing and Mayo)
- develop some marketing know-how programs for artists
- winter taxi service for elders (idea of youth)
- hot dog stand by the river where tourists park (youth idea)
- possible to link into other communities
- training partnership with Kaska for oil and gas jobs — no takers in Ross River but still possible
- new building projects (school, pool, community hall, police station) — possible for students in apprenticeship programs

Comment:

- Ross River “has it all” in terms of eco tourism potential — wonderful scenery, wildlife, trails, river — good for hunters and to observe
- trail from Ross River to MacIntosh with lodge (for sale but expensive)
- gap sometimes between idea and reality — need business sense — did have a business course when corporation was strong, had room full of people, but no one could understand
- internet technology removes some roadblocks to reaching out beyond the community (distance issues) — can market over the internet and take university courses over the internet (also coming University of the Arctic)
- support for individuals (e.g. of person who wants to start a small engine repair business)
- need to “challenge with borders” — when people have the confidence and self-esteem, they will take the path
- challenge to keep kids in schools — need at least grade 12
- Ross River was never “part of the mining society” — coming to an age where education is important
- challenge is to develop educational and training programs that suit the needs of a diverse community
- Yukon College programs and courses are done on a cost recovery basis — need to find funding partners — if you can’t find the partners, you can’t run the course; in a community of diverse interests and capabilities you may not be able to get the ‘numbers’ you need to justify the course, but it would still be useful to the fewer people who are interested in it or need it
- last year, Renewable Resources and the community raised \$40,000 for forest fire training, then DIAND brought in a crew from Ontario to fight the fire — problem is between agreements and actions relative to forestry initiatives (note: after discussion, local trained crews were hired)

- another six jobs have gone to 'outsiders' — three Yukon government positions went to people from Faro and three other positions — these are salaries that could go to support the community (local purchase etc.)
- front line workers take the abuse from frustrated people/front line workers need support and encouragement
- Ross River has pulled together some good projects over the years and then funding levels have changed and programs have collapsed — such as in 1997 we started our own treatment centre with funding from mining industry and the federal government — the cost was \$12,000, went 24 days, people living in tents in October, community people as resources (support, cooking, firewood etc.) — very successful but funding was cut — the question is, if it works, why not continue it?
- training needs follow-up — “we are always asked what works and we tell them, but they don't do anything”/no work in Ross River
- need to resolve social issues — literacy, violence, alcoholism “need a healthy student to have a healthy learner”
- only one facility for all activities and it doesn't work well — upstairs for community hall (difficult for elders and some others), windows don't open, temperature difficult to maintain, arena portion good for nothing but ice (i.e. dirt floor, no money to convert into a place for roller skating so that it can be used all year) — also, managed from 'outside' (have to call Watson Lake to book the space and cleaning done by someone from Faro)
- pool being built but question of extent of community support for this/ what about a wood floor in arena for roller skating during the summer
- “we have a culture of paper and a culture of talking — we need to figure out how to bring them together”
- communicate in plain language (especially in business courses)
- when we set short-term, achievable goals, people have greater sense of success and gain confidence to go on towards a larger goal — e.g. of students who will get a university degree through the internet — looking forward to University of the Arctic
- need to encourage education in today's global economy — “Where do you want to carry it; on your back or in your head?”

Teslin

“Everything I want is here.”

Self description

- Teslin is a community where everyone knows each other/people act like family/kids are safe
- culturally aware community/school (dancing, stick gambling)
- very little criminal activity
- quiet community/beautiful scenery “at your back door”
- no traffic jams/easy to get around
- lots of outdoor activities
- stable population
- strong sense of history in community and links to Atlin and the Coast
- isolated in a good way (but still accessible to Whitehorse and Vancouver)
- can get by without a lot of money

What aspects of Teslin do you want to maintain/enhance

(strengths of the town)

- greater number of Teslin kids now graduate from high school
- recycling program in the school
- no pop allowed in the school
- quality and supply of water (but need to protect resources)
- strength and vitality of youth must be encouraged and enhanced
- Yukon College works hand-in-hand with Teslin Tlingit Council (helps people stay in the community, meets local needs, strong link in community)
- pursue opportunities but fit things into community plan/profile
- roads are good

Things that need improvement/change

- students need better preparation for the move to school in Whitehorse
- more kids than ever are graduating from high school but Teslin still has a high drop-out rate
- Renewable Resources Council is set up but not used fully/need to learn how to use ‘systems’ including RRC
- level of participation of individuals/only a few people do the work
- lack of access to information on small business development
- courses on tourism/hospitality (lots of businesses but not marketed)
- infrastructure is old/internet access limited/airport needs improvement
- First Nation people and other community members need to work together
- more individual participation during important events
- eliminate violence in Teslin (degree of violence is down, but still too much)/still problems with drinking, but not to same degree/without the bar, the crime rate has dropped significantly
- move away from reliance on government (Yukon government, Village Council and Teslin Tlingit Council)
- support and recognize youth who do well
- have events in Teslin and not always in Whitehorse (e.g. badminton)
- work on prevention of crime and substance abuse etc.
- change attitudes about employment i.e. a lot of unemployment but people expect a job with good pay right away, don’t see long-term opportunities, depend on social assistance and unemployment insurance, won’t take training unless there is an allowance provided with it
- competing with government salaries

Needs

- need to develop resources (logging) responsibly
- need parenting skills training to improve community health
- more justice planning with Teslin Tlingit Tribal Council
- recreation director for youth (funding gone)/kids are "bored"
- need to get parents volunteering again (good number of volunteers for hockey but need the same level of involvement with other activities)

Comments/questions

- "Need more role models including police, teachers, parents."
- "Parents are accountable for their children."
- "We could set up a system of mentoring through the school or through the Chamber of Commerce."
- "We could involve the clan system when it's appropriate."
- "When students go to Whitehorse for grades 10 to 12 it can be a positive experience because of the facilities but it's a negative experience for some people who would stay in Teslin if the school offered the grades."

Business initiatives/activities

- Yukon River Timber
- Nisutlin Trading
- Museum
- Caveman Enterprises
- Teslin Tlingit Tribal Council office
- Village office and facilities
- Chevron/Shell
- fire fighting (for people age 20 or more)
- Thomas Electric
- Teslin Outfitters
- Corrections
- Northlake Hotel/Yukon Motel
- Mukluk Annies
- Dawson Peaks

What individuals can do to turn their vision of Teslin into reality

1. Leadership:

- set up a volunteer appreciation night
- share ideas on economic strategy with Whitehorse (through mayor)
- work on developing community plan

2. Transportation/infrastructure

- continue with developing sawmill but proceed without negative effects on the environment

3. Health/education

- talk to seniors and elders to volunteer as mentors with youth
- work with people in the community to promote community health (promoting prenatal care, nutrition etc.)
- help organize more cultural gatherings to bring people together (not to make money, but good for social structure)

4. Policing/justice

- have First Nation elder and non First Nation senior involved in justice issues

5. Private sector investment

- work with Chamber of Commerce to get information on small business development and develop course to deliver information

- raise money through car washes and recycling and selling small souvenirs for tourists to buy

6. Government

- members of each of the councils could be invited to attend each other's meetings

7. Other

- set up youth group (there used to be a successful youth group)
- help with youth activities
- pick up garbage and recycle cans
- treat others with respect/make others happy
- be generous — "What you give, you will be given."
- help with community clean-ups

Watson Lake

“...a hospitable community”

Self description

- community with good volunteers/keen people
- no McDonalds or other chain restaurants
- stable population/long-term residents
- hospitable community/ strong community groups
- good quality of life/“Northern lifestyle”
- town could become a ‘training centre’ (may be expensive to come to Watson Lake for conferences etc., but tele conferencing is possible.)
- safe/can walk most places/clean
- people take advantage of opportunities (such as trip to China/economic and cultural benefits)

What aspects of Watson Lake do you want to maintain/enhance

(strengths of the town)

- good services/restaurants, garages, hotels, government services, Northern Lights Centre, food store
- highway access
- youth programs
- community plan exists, but need a strong concept of where people in the town and First Nation want to go
- First Nation and Town have started having meetings (over the past two to three years) but it’s difficult given the full schedules of both councils
- environment/clean water and air/recycling
- people support local businesses/businesses are flexible and survive ups and downs in the economy
- people have high skill level/education
- overall good access to capital

Things that need improvement/change

- air service/no scheduled service and booking agents down south don’t tell clients about charter services (issue of community promotion/marketing)
- improve long-term planning by government
- government processes are often complicated with many levels of government — Yukon, federa, BC, municipal, First Nation governments, “It gets mind boggling just to try to clear a tree.”
- need one set of regulations so that there is some measure of local control
- more involvement/better communication between Kaska First Nation and Town/can’t work in isolation, need to work together
- investment in the community by individuals such as RCMP officers and teachers/should buy homes, not rent
- need to change attitudes about opportunities in Watson Lake (not just wait for mines to open)
- First Nation and Town should be looking into training opportunities in oil and gas in slow times so that people are ready when work is available
- enhance skills and make sure skills are transferable
- improve youth programs
- improve teleconferencing technology and opportunities
- work on town beautification and clean-up programs
- need to attract professionals (dentist left this year)/no hairdresser

- improve infrastructure and support for people who have to do community service (justice)
- need change of attitude from 'our rights' to 'our responsibilities'
- promotion of Watson Lake/China trip not covered at all in Yukon media/more information on Northern Lights Centre/develop theatrical presentation of Alaska Highway history
- need to finalize land claims
- improve library
- cost of utilities high
- improve promotion of energy conservation
- need extended care facility

What individuals can do to turn their vision of Watson Lake into reality

1. Leadership:

- consider how 'wreck and repair' initiative could be developed and implemented (Wreck and repair was an initiative developed during the conference by participants to address the need for people sentenced to community service to carry out their sentences.)
- promote development of community garden
- work for closer involvement of First Nations and Town (e.g. could share information about land claims at the community level and in schools) — started meetings about two years ago

2. Transportation/infrastructure

- need to work for improved internet service

3. Health/education

- College is looking at getting its own satellite dish for better internet service/particularly important for students to be able to take courses on-line
- need extended care facility
- continue to research area history
- support SADD group in achieving their goals

4. Policing/justice

- develop way for people to carry out community service sentences

5. Private sector investment

- work with the business community to get them more involved in promoting the community

6. Government

- chair Inter agency Group

7. Other

- pick up litter on the highway right-of-way
- work on a community garden
- develop five-year theatre project that's Watson Lake based, to cultivate local talent and build a program of local and tourist interest
- continue to focus on youth and community activity

Where to go from here

- promote Watson Lake so that, for example, tourism booking agents in the south have the information they need to tell clients about local charter services

- promote area's 'boreal (cordilleran) forest' like British Columbia promotes its rain forest
- encourage Yukon papers to print more about Watson Lake activities (such as the tour to China)
- SADD group will perform at the Circumpolar Women's Conference
- share information
- continue working with youth at risk/start a prenatal program
- continue recycling endeavours

Impediments to success

- cost of electricity is high
- government processes

Watson Lake

— sustainable development exercise —

The participants at the Watson Lake Conference broke into two groups to work through a sustainable development exercise. The direction to each group was that the activity considered could be a business initiative or a community initiative, but in either case the Keys to Success and the eight Economic Factors should be considered in the planning process. Facilitators emphasized that there is no one formula for successful initiatives, but what emerged in discussions with owners of small Yukon businesses was that financing, knowledge of business, business planning and market research were important to successful start-up and longevity.

Keys to success

- ⇒ ask why
- ⇒ start slowly
- ⇒ be consistent
- ⇒ manage demand
- offer high quality service (i.e. develop what you have before you expand)
- ⇒ seek small solutions
(i.e. don't rely on one big, single approach, client, industry, supplier or customer)
- ⇒ maintain a low overhead
- ⇒ plug leakage
- ⇒ count on putting in a lot of time ('sweat equity')
- ⇒ use the internet as it is needed
- ⇒ organize regionally

Economic Factors

When planning a business or community initiative consider:

1. leadership and decision-making (Who are the community leaders or people who will provide initiative to make the initiative a success?)
 2. business environment (what is the business environment in the community?)
 3. access to capital (Where will the money come from? Are there interested investors? Can investors be attracted?)
 4. infrastructure (What infrastructure is in place/what is required?)
 5. quality of life (not just buildings and people, but also their relationships)
 6. informal economy (in-kind services/bartering/volunteer work)
 7. natural resources
 8. human resources (Do people have the skill to take advantage of the opportunity?)
- A planning process will show what's in place and where the gaps are.

Group A

Brainstorming of ideas:

Community initiatives

- live summer stage show
- 'wreck & repair' (vandalism/
community service)

Economic initiatives

- café (books, music, internet, art)
- community gardens (partnership)

Option selected:

- 'wreck & repair' (vandalism/community service)

What it is:

- a form of consequence for actions (criminal behaviour)
- service provided to the community (individuals, businesses, community property etc.) as a form of restitution by offenders
- restitution doesn't have to be tied to a victim (i.e. could be a community clean-up)

Financial needs to get there:

- cost-shared — Yukon Justice funding/fee for service/donations/municipal contribution/First Nation involvement
- would require a paid coordinator (less expensive than to keep a person in jail or on probation)

Outcomes:

- offender gets sense of community service/rehabilitation vs punishment
- victims have opportunity to participate in assigning consequence
- cost effective

Steps to get there (application of eight economic factors):

1. leadership/decision-making —
 - develop a mandate and plan (include job description for coordinator, assessment, budget, philosophy, process, procedures, consequences)
 - talk to the right people/organize capital/promote partnership
2. business environment —
 - promote the program in the business community (would improve community relations that would in turn affect the business environment)
3. quality of life —
 - positive/community-based response to vandalism
4. infrastructure —
 - office space/administration
 - municipal/First Nation relationship
 - computer/telephone
5. human resources —
 - hire a coordinator with the skills to do the job (support for volunteers and others involved in program including victims and offenders)
 - administrative skills
 - communication skills (education process for local buy-in)
6. access to capital —
 - solicit support from business community (individuals and Chamber)
 - solicit donations from individuals
 - promote partnership funding by governments (territorial, municipal and First Nation)
7. informal economy —
 - some consequences would support the informal economy (e.g. wood cutting consequence and wood could be given to seniors)
 - some fund raising could be shared with non profit groups to enhance community good will

- volunteers would be a part of the program
8. natural resources —
- only Economic Factor not accounted for

Barriers that could be encountered:

- be careful not to encroach on paid employment opportunities of others
- offenders who don't want to work ('no shows')
- local buy-in (the 'yes, but...' syndrome)
- financing
- time
- community awareness and understanding
- lack of commitment
- may be hard to find person with right skills to be coordinator

Ways to overcome impediments:

- develop strong approach to communication
- begin planning process early
- set clear planning timelines

Group B

Brainstorming of ideas:

Community initiatives

- community garden

Economic initiatives

- theatre

Options selected:

- both

Initiative 1. Community garden

What it is:

- a way for people in the community to work together

Outcomes:

- community pride /add functional beauty to community
- health/relaxation

Steps to get there (application of eight economic factors):

1. leadership/decision-making —
 - plan the approach to the garden/size, distribution
 - select a site/ organize infrastructure needs
 - organize volunteers
2. business environment —
 - donations of soil, seeds etc.
3. quality of life —
 - social benefit
4. infrastructure —
 - set up water catchment (drums, trickle hoses etc.)
 - set up compost/build boxes/ tools/fertilizer etc.
 - land (municipality)

5. human resources —
 - volunteer work
 - involve town's recycling centre
6. access to capital —
 - limited funding — in-kind donations, financial donations by individuals, businesses, community etc.
7. informal economy —
 - food could be shared
8. natural resources —
 - not accounted for

Future thought:

- develop plans to use waste heat from Yukon Electrical to support a non profit greenhouse

Group B (continued)

Initiative 2. Gateway Theatre "Wye"

What it is:

- a way for people in the community to work together

Outcomes:

- keep tourists in Watson Lake/income for the town
- employ people
- develop skills (leadership, acting, service, technical skills, business, carpentry, multi purpose) — local capacity

Steps to get there (application of five of the eight economic factors):

1. leadership/decision-making —
 - planning (location, time, place, personnel etc.)
2. business environment —
 - expand summer season/profits
3. quality of life —
 - cultural benefit
4. infrastructure —
 - stage/tent
5. human resources — (tap into Yukon talent)
 - technical staff
 - professional director
 - writers
 - volunteers

APPENDIX 2

ECONOMIC DIVERSIFICATION CASE STUDY

Business: Northerm Windows

Contact: David Borud, Manager,

Location: Whitehorse

Started: Business started in 1985, window manufacturing in 1987.

Description: Northerm manufactures windows, doors and hermetically sealed glass units. Unlike most window manufacturers in other jurisdictions, Northerm is also involved in retail sales of its products and installation. The business employs 15-17 people on average.

Getting started: Northerm was started by two brothers who had been in the storm window business in Edmonton. The owners believed high oil prices and the number of old windows in Yukon homes indicated good market potential. However, they soon learned window replacement was needed more than storm windows. After importing many windows in short time period, they explored manufacturing opportunities and entered into a joint venture with the Yukon Indian Development Corporation. To help prepare, one owner went to BC to get training in plant management and machine repairs. The first windows were produced in 1987. Two years later, after buying Polar Industries, Northerm moved to a bigger plant and gained the door and insulating glass part of their current business. In 1990, Northerm designed its own window profile based on experience of its first four years of business. It also opened up a plant in Anchorage.

Key to success: Developing a product that is maintenance free and is designed for northern climates has ensured a local and northern export market. Northerm has chosen to concentrate its expertise and efforts on closure products for buildings. It diversified into doors and sealed units but dropped other building products that were part of Polar Industries. Being involved in the retail, manufacturing and installation aspects of the business has helped to ensure Northerm employees know both the product and the clients and it has also eliminated the “middleman”. While Northerm has used the trade show and other typical avenues of advertising, it immediately started sponsoring and participating in local sports activities to give it a positive profile in the community.

Barriers and Lessons: Financial institutions did not want to finance a local window business so YIDC was successfully approached for support. Competing with the low costs of southern window manufacturers has been a challenge but development of a more energy efficient window and the provision of local service has helped Northerm compete. Distance from export markets is a challenge that must simply be recognized as part of doing business here. However, getting government to develop local buying incentives has been an ongoing effort of Northerm owners which paid off somewhat with the introduction of the Business Incentive Policy and the new “Green Mortgages” program through Yukon Housing Corporation.

Future of business: Northerm was recently sold and is now wholly owned by Yukon First Nations. However, one of the owners has stayed on to manage the business. Continued expansion into the Alaska market, and possibly NWT, is in the works.

ECONOMIC DIVERSIFICATION CASE STUDY

Business: Bean North Coffee Roasting Company

Contact: Jennifer Groot

Location: Whitehorse (rural)

Started: 1997

Description: Bean North is a coffee business that roasts and sells “Fair Trade” coffee. Fair Trade coffee is an alternative way of doing trade as it skips the middle person allowing coffee growers to get more money for their product. It is also based on growing the product in a sustainable manner. All of Bean North’s coffee is organic, though not all of it is certified. Bean North is owned by four people, two of whom work for the company (one full-time, one part-time). They retail and wholesale their coffee primarily in the Yukon but about 15% of the sales are to customers in western Canada, the U.S. and even Scotland. Local retail sales are delivered to the buyer’s doorstep.

Getting started: Four friends who wanted to start a business researched selling coffee as one option. As they wanted their work to have some meaning beyond making profits, they felt selling Fair Trade coffee was an appropriate match. The business has been financed by the owners as the banks were not interested in the idea. They prepared a business plan to provide focus. One owner went outside for coffee roasting training and they also brought someone here for a week long session. At least one of the owners is working towards becoming a Master Roaster.

Key to success: Fair Trade Coffee tends to be more expensive as the coffee growers are getting a fair price for what they grow. In order to be competitive with other coffee suppliers, Bean North has kept its overhead low by locating outside of the city. Local advertising, pamphlets, a web site and one-on-one education on Fair Trade has helped raise awareness of the product. Home delivery of the coffee has also been rewarding and provides important feedback from customers. A national campaign on Fair Trade issues helped raise the product’s profile and kick started the export market for Bean North. The Yukon-based company has joined with other Fair Trade buyers in Canada to increase their buying power and allow bulk buying. Each member of the buying group represents a different region of the country and refers inquiries from outside their own region to the appropriate member.

Barriers and Lessons: Although another coffee roaster opened up in town about the same time, having a specialty product has ensured Bean North a niche in the market. Getting the business going has been a lot of hard and stressful work but it is becoming more fun. It may have been less stressful if more time had been spent on training and planning before start-up (e.g. marketing, accounting and coffee roasting). Visiting Fair Trade coffee producers in Mexico has increased the commitment to the business.

Future of business: Bean North owners expect the business to continue its steady growth mostly by expanding its market in Canada and are developing new packaging to improve their marketing. Bean North hopes to eventually offer a whole variety of Fair Trade products and will start by selling tea and hot chocolate. The goal is to help make Fair Trade an accepted and normal way of doing business.

ECONOMIC DIVERSIFICATION CASE STUDY

Business: Wild n Wooly

Contact: Rene and Romy Jensen, (907) 223-2277

Location: Dawson

Started: 1989

Description: Wild n Wooly is a unique boutique that sells clothing and accessories, everything from t-shirts to very expensive dresses. In addition to the two owners, the store has five employees in the summer and one in the winter. The owners estimate that about 90% of their sales are to tourists and 10% to Yukoners.

Getting started: Though gold prices were very high when the Jensens first arrived in Dawson, by 1989 there was an economic downturn. However, Rene and Romy believed there was both a Yukon and tourist market in the community for a store that sold stylish, quality clothing. They did a business plan to help secure financing from the Federal Business Development Bank and sold many personal possessions to raise adequate resources. Although they did not have a background in the clothing business, Rene and Romy both had training in the hotel business and knew how to serve the public.

Key to success: Quality service and a relaxed, social atmosphere have been a key to making Wild n Wooly a success. The owners and employees spend a lot of time visiting and talking with customers over coffee in the store. There is no pressure on store visitors to buy. This has helped build a loyal clientele throughout the Yukon and has increased the owners' knowledge of the personal tastes of many people (which they then try to meet on their buying trips). In order to help compete with Whitehorse, merchandise is often priced lower to attract business on an ongoing basis. The most effective publicity has been through word of mouth. The ability to adapt and the willingness to follow instincts has also been important to the Jensen's success. Like most small businesses, there were many years of long, hard work before the business began to be provide an income.

Barriers and Lessons: Competition within the community - over ideas and merchandise - can create jealousies in a small town. Romy believes it is important to "do your own thing" and not get caught up in responding to other sales trends of other businesses. It is important to look for new products and stay a step ahead. When getting started, the skepticism of some was daunting but maintaining confidence in the concept of the store helped bring people on board. As Wild n Wooly helped to make Dawson a destination for shopping, community support increased.

Future of business: Wild n Wooly now stands securely on its own. There are no immediate plans for change but the owners would consider selling the business, to benefit from the success of their investment, if the opportunity presented itself. In the meantime, they plan to continue to run the business as usual, enjoying the rewards of an established enterprise.

ECONOMIC DIVERSIFICATION CASE STUDY

Business: Caribou Records Inc.

Contact: David Petkovich,

Location: Whitehorse

Started: 1994

Description: Caribou Records is a record label company that promotes, develops and distributes recordings by Northern musicians. The business is owned by two Yukoners who typically approach musicians to enter into a recording deal. Promotion of the artists is done world wide.

Getting started: In 1994, after working on a recording for the local band Inconnu, manager David Petkovich and Bob Hamilton of Old Crow Recording saw the opportunity for starting a local record label. Their new partnership received seed funding and a loan from the Yukon Arts Branch and the Department of Economic Development for Caribou's first recording, a compilation of Yukon musicians called "The Yukon Collection." Although no market research or business planning was done initially, a couple of years into the business precious resources were invested in developing a business plan as part of Caribou's application to the federal government's Cultural Industries Development Fund. Unfortunately, program funds ran dry before Caribou was able to apply.

Key to success: As one partner owns a recording studio, up front costs for new recordings can be underwritten internally. In turn, the studio has received a higher profile and more work through the success of the new record label. The other owner has continued to manage two other production companies (Etsi Shon and Inconnu) and Caribou Records is the distributor for these labels. Working in related businesses is important to survival in the Yukon and means participation in music trade shows and conferences can have multiple benefits. Developing slow to ensure a quality product could be delivered, building trust with its musicians and other clients, and having confidence in the product have all contributed to Caribou Record's success. Making contacts with others in the business has provided an important sounding board and allowed Caribou to learn from the mistakes of others.

Barriers and Lessons: Lack of knowledge of the business was an immediate hurdle to overcome. While Bob knew the ins and outs of sound recording, David learned about the complexities of the business by reading trade magazines and books on the music business, going to conferences and workshops on the recording industry, and building a network of contacts. Working with so many people, particularly the artists who have such a great personal investment in the product, is also a challenge that is only overcome by ongoing communication and good service. Although getting the musicians on tour is critical for record sales, it has been difficult to achieve given the musicians' family or work obligations and due to the high cost of touring.

Future of business: As the credibility of Caribou Records is picking up steam outside of the Yukon so are its sales in North America and beyond. In addition to working on recordings for two individual artists, Caribou is looking at producing a circumpolar and a northern women's compilation. It is also looking at the potential of music videos and wants to increase the profile of its artists through more tours. The internet is viewed as an important future promotional tool for small labels, especially those outside of major cities.

ECONOMIC DIVERSIFICATION CASE STUDY

Business: Shane Wilson Sculpture

Contact: Shane Wilson,

Location: Faro

Started: 1994

Description: Shane Wilson makes “high end” sculptures of moose and caribou antler, sheep horn and mammoth ivory. He sells his sculptures throughout Canada and the U.S.

Getting Started: A painter in past years, Shane began sculpting in 1992 after being inspired by the work of Atlin carver, Maureen Morris. He contacted her for advice and then helped bring her to Faro for a workshop. After a couple of years of improving his craft, he started selling his work - but kept his day job to help cover start-up costs such as building an inventory of tools.

Key to success: Shane chose to market his own work instead of selling through galleries and reinvested what would normally go to the gallery into marketing. His marketing approach has included a web site, a public display of his work in the Whitehorse airport, advertising, participation in northern oriented or wildlife art exhibits and trade shows, and a brochure. He recently began working with an arts consultant in California who gets paid by commission on sales. The consultant prepares releases, provides important contacts and helps get articles in publications. The free profile of articles has been very effective.

Barriers and Lessons: A lack of experience of the business provided challenges that were met through trial and error. A business plan training course from Dana Naye Ventures provided important insights and made Shane more results oriented. He believes art is an industry and to be successful it must be seriously approached as a business - without commercializing the art itself. Being in Faro is not viewed as a barrier given the flexibility provided by electronic marketing. However, he does wish that he had invested less in magazine advertising and tried to get a higher profile through articles earlier on. Hiring the arts consultant earlier in the business and developing a more professional marketing package - if he could have afforded it - would have been a benefit as well.

Future of business: Shane expects his business to grow and become self-sustaining. Currently he invests a lot of time the marketing and business management aspects of Shane Wilson Sculpture. While the diversity of work has its rewards, he hopes to be able to pass on these tasks to someone else in the future.

ECONOMIC DIVERSIFICATION CASE STUDY

Business: Swiss Bakery

Contact: Urs and Rebecca Schirmer,

Location: Whitehorse (rural)

Started: 1998

Description: Owned by husband and wife, the Swiss Bakery has no storefront. Baking of breads and pastries is done from the couple's home and delivered throughout town - to restaurants and private homes - in a van. Much like an ice cream truck, the Swiss Bakery travels regular routes and music is piped out of the van in residential neighbourhoods to attract customers of all ages. This approach has helped create a list of customers it regularly delivers to.

Getting started: Owner Urs Schirmer was a pastry baker when he lived Switzerland. The Schrimers believed there was room for another baker in Whitehorse particularly for reasonably priced pastries and breads. However the banks were not as confident in the business idea so the owners have had to finance everything on their own. They built the bakery in their basement, with all necessary approvals. At the outset, they gave the baked goods to friends to test the market and the products before they began selling.

Key to success: Providing quality products on time and at a reasonable price is considered fundamental to the success of this business. Quality includes providing a good looking product and being consistent. Once potential customers look in the van, sales are typically inevitable. Having the bakery at home, with no rent needed for a storefront, has also meant that overhead costs can be kept low, allowing for the baked goods to be priced very competitively. The door-to-door approach brings the owners into regular contact with their clients and they often gear their day's baking to individual tastes. Working from home also means more time with their own children.

Barriers and Lessons Learned: Lack of financing from the banks meant a slow start, with everything initially being made by hand. However, the owners are now glad they do not have to deal with the demands or schedules of a bank and starting small made it easier to ensure consistent quality and prompt delivery of the baked goods. One of the biggest difficulties has been getting supplies from local food wholesalers. The wholesalers delivery schedule, approach to service and product prices have all fluctuated dramatically. The bakery now orders some specialty products directly from southern suppliers. Irregularities in electrical service has also been a problem but there are no immediate solutions apparent.

Future of business: Future plans include steady growth but no major expansion. The Swiss Bakery hopes to increase its sales to restaurants and maybe also to hospital or government cafeterias.

ECONOMIC DIVERSIFICATION CASE STUDY

Business: Go Wild

Contact: Darielle Talarico

Location: Whitehorse

Started: 1998

Description: Go Wild provides two services. It delivers soft adventure eco-tourism activities such as day trips in the Whitehorse area or heli-hiking trips. Go Wild also acts as a booking agent for tour operators which typically involves designing and selling a package of activities provided by other tourism businesses. The business covers the Yukon, Western Arctic and Southeast Alaska. It has a storefront in downtown Whitehorse which provides a starting point for walking tours and a retail outlet for t-shirts and other northern products. In the summer, in addition to the owner, Darielle Talarico, Go Wild employs about 3 people. In the winter one part-time employee helps Darielle keep the business going.

Getting started: In addition to building on her past experience as a booking agent and tourism operator, Darielle spent time researching the market segment, taking a business management seminar at the college, and taking the "Yukon Best" workshop on providing quality service to tourists. A business plan was also developed. Like many small business owners, continued income from other sources has helped cover start-up expenses until the business can get fully established.

Key to success: The location of the storefront on First avenue has helped to raise the profile of the business and ensure easy access for clientele. As the best method of advertising is word of mouth referrals, building local awareness of the business in the community has been a focus. Go Wild has stayed open through the winter and is working on raising its profile (e.g. through active participation in the Wilderness Tourism Association) to build this awareness. However, as most of the market is outside the Yukon, the internet is used as another important tool for promoting the business. Attending tourism business trade shows and consumer oriented shows for travelers has also been useful to building a broader network.

Barriers and Lessons: Tourism is a finicky business with a lot of competition. Researching Yukon government tourist surveys and other information has helped Darielle tailor Go Wild's product to the needs and wants of its targeted market. Darielle feels more investment in advertising for the first year should have been done to raise Go Wild's local profile. She also believes that it is also important for tourism operators to be cautious about growth and to build support for their operation by discussing possible impacts and solutions with community members.

Future of business: Go Wild is anticipating growth in the coming years but Darielle wants to ensure it is manageable. She knows that it will take at least 2-3 years of very hard work and determination to build a successful business. Darielle plans to strengthen the eco-tourism focus of the business by delivering responsible, low-impact and educational tourism activities.

ECONOMIC DIVERSIFICATION CASE STUDY

Business: Keno City Snackbar

Contact: Mike Mancini,

Location: Keno City

Started: 1996

Description: The snackbar is located next to the Keno City Museum and, is now run seasonally. Its owner is the sole staff the restaurant , with occasional help from family.

Getting started: After being involved with the Keno City Museum for a while, Mike Mancini realized museum visitors needed a place they could get coffee and food while in Keno. While continuing to work on various projects at the museum, Mike started up the snackbar on his own financing. No bank was interested in supporting any kind of restaurant in a town of 20 people.

Key to success: Mike decorated the snackbar like an old fashioned café style, to meet his tastes and help draw in the main target clientele, museum visitors. He also has been fortunate in getting some free publicity for his snackbar in two books and a magazine article. This personal type of profile, along with word of mouth, outweighs any paid advertising he has done. Advertising is done in the Milepost and the Yukon's tour guide.

Barriers and Lessons: Opening in a such a small and remote town clearly limits the number of clientele. However, the snackbar's good food helps draw people from Mayo, particularly on regular pizza nights. Cash flow has been a concern which income from other sources has helped address. Mike now wishes he had taken an in-depth business management course to better prepare himself for the job. Accounting, tax return and general business knowledge would have made for a smoother start-up.

Future of business: Mike expects to keep the snackbar open on a seasonal basis in the immediate future. He will likely broaden the menu by providing more baked goods. He hopes to get a license for beer and wine and plans to organize music and dancing on weekends. To strengthen the marketing of the snackbar, Mike is working on a webpage and intends to get more signs up on the highway.

ECONOMIC DIVERSIFICATION CASE STUDY

Business: Harper Street Publishing

Contact: Greg Karais,

Location: Started in Dawson, offices now in Whitehorse and Dawson

Started: 1994

Description: The main focus of Harper Street Publishing is the annual publication of the tourism oriented newspaper, *Guide to the Goldfields*. The *Goldfields* combines advertising with stories and information on northern wilderness, wildlife, history and modern living. The distribution and market area includes Northern B.C., Yukon Territory, Western Arctic, Alaska and Germany. Harper Street also has several smaller publishing contracts and it publishes the *Dawson City Insider* seasonally (it also used to publish the *Horse's Mouth*). Anywhere from three to seven employees work for the company. As its owner, Greg Karais, is moving from Dawson to Whitehorse so is the main office of Harper Street Publishing.

Getting started: Inspired by a memory of a mock newspaper from his childhood and in search of a business idea, Greg began work on the *Guide to the Goldfields* with only his own financial resources to put towards it. He also started the business without any background in the publishing field. At the outset, the 22 year old owner did the research and ad sales for the paper but hired writers and contracted the Klondike Sun for the layout and publishing. As he learned more, he also began to work on these aspects of the business. In its first year on the stands, the *Guide to the Goldfields* was sold. However, the paper was given away the following year and, as its circulation increased, so did the revenues from ad sales, from \$3000 in its first year to \$16,000 in its second. Harper Street began printing 3000 papers in 1994 and by 1998 it had increased its output to 130,000.

Key to success: The first four years involved a substantial investment of time and resources into the business. Other employment help pay the bills in what was partly a hobby, partly a business. However, Greg received a lot of encouragement, support and good advice to help him produce a quality product whose style fit a particular niche. At the outset, a lot of effort was invested in building personal contacts, driving to key communities to meet with advertisers and other clients. Greg has won "The Little Guy" award from the Tourism Industry Association and he won the Business Development Corporation's Young Entrepreneur of the Year Award for 1998 (Yukon).

Barriers and Lessons: The distance from markets and clients has been challenging and required many miles of driving. However, the move to Whitehorse and greater use of electronic communications should help reduce the time spent traveling in the future. Learning accounting skills in advance would have been very beneficial as this area of the business continues to be a challenge. In addition, Greg feels that developing a business plan at the outset would have been a helpful way of learning the business before jumping in. It may have also helped him be more efficient and work "smarter instead of harder". While publication of the *Dawson City Insider* was successful, after 20 months it was shut down temporarily as it was too much additional work to carry. Similarly, start-up of the *Horse's Mouth* added to the problem of "too much, too fast" and was soon sold. Greg thinks that looking at the export market earlier for *Guide to the Goldfields* may have been a better expenditure of his time.

Future of business: This summer, *Guide to the Goldfields* will be published in both English and German for the Yukon and Alaskan markets. This will make it the first Yukon-produced travel guide in German. In addition, after building up his German market, Greg is planning on putting together a higher end publication for sale in Germany. Harper Street is also developing an on-line multi-lingual website that will feature the *Guide to the Goldfields* in promoting the north, and offer on-line shopping. The *Dawson City Insider* will be on the stands again this summer with the expectation it will only be put out on a seasonal basis in the future.

ECONOMIC DIVERSIFICATION CASE STUDY

Business: Fresh From the Yukon Inc.

Contact: Werner and Maria Walcher

Location: Whitehorse (rural)

Started: December 1996

Description: Fresh from the Yukon is an organic sprout growing business. The two owners and one part time employee harvest sprouts twice a week and sell the eight different types of sprouts to restaurants and grocery stores in Whitehorse.

Getting started: Growing sprouts as a business was first considered by the Walchers in 1986 when they were visiting the Yukon. After seeing another Yukon sprout business, they were inspired to start a similar business back home in Germany. But they kept their eye on the Yukon market and returned to the territory when the opportunity presented itself. Using their experience and their own financing, they started by building an indoor growing area with a controlled environment on their Carcross Road property. A lot of time was also spent approaching store personnel to develop trust in the product and the quality of service.

Key to success: The slow and steady growth of the business has allowed the owners to ensure a high quality and fresh product is delivered on time, all the time. Consistent quality has been critical to building interest in the product. Fresh from the Yukon also decided to absorb the risk for stores by taking away any unsold sprouts with each new delivery and giving a credit for what they have picked up. Going this extra mile in service has made their clients loyal and has helped ensure what is on the shelf is truly fresh. Success is also a result of growing a year round product which helps pay off infrastructure and overhead and allows prices to be kept stable. As the owners have financed everything themselves, they have had full independence in establishing the pace and approach of the business.

Barriers and Lessons: As one large grocery store buys all its produce from one southern supplier, the local grocery store market was limited from the start. Ensuring the sprouts were consistently fresh was very important to building a market through other stores and restaurants. However, in some cases they found their deliveries were not put on the shelves for a day or two. To help encourage prompt shelving, Fresh from the Yukon produced packaging labels which included the date the sprouts were harvested and worked with store personnel to raise awareness of importance of freshness to continued sales. In February, it also added a Rendezvous theme to the labels to draw a little extra attention.

Future of business: Fresh from the Yukon hopes to expand its market to communities outside of Whitehorse, including Skagway. The owners also feel there is a broader market in southern Canada which is one reason they ensured "Yukon" was in the name. Now that production and infrastructure are under control, they will be focusing future efforts on developing a marketing plan.

ECONOMIC DIVERSIFICATION CASE STUDY

Business: Minto Resorts Ltd.

Contact: Geraldine Van Bibber

Location: Minto

Started: 1987

Description: The main focus of Minto Resorts is its bus tour lunch facility, a six-sided gazebo that sits 100 people. A cold buffet with hot soup is served in the gazebo to many of the bus tours traveling the north Klondike Highway. The resort also has a 30 site campground, an RV dumping station and a small office building. Numerous RV caravans make Minto one of their stopovers. The business is now wholly owned by the Selkirk First Nation.

Getting started: Geraldine and Pat Van Bibber, the first owners of Minto Resorts, started out by doing research on potential markets. They spoke with numerous people in the business and reviewed information from Tourism and other sources. They developed a business plan but the banks refused financing, saying Minto's distance from Whitehorse made it too much of a risk to support. Fortunately, Dana Naye Ventures came through with a loan. Before opening, the Van Bibbers had confirmed that bus lines were very interested in using Minto's quick buffet lunch service.

Key to success: Minto Resorts found a niche by providing quality food and quick service to big groups. It was something bus lines were looking for but could not find on that highway. Geraldine and Pat constantly sought feedback from the bus lines to ensure they were using the best possible approach to feeding bus after bus of people. Targeting one primary market - the bus lines - has allowed Minto to focus on delivering one type of service (however, having one main target also leaves the business vulnerable). Though Minto is not run as a culturally-oriented tourism business, the Van Bibbers have always shared their First Nation lifestyle with visitors and many bus tours promote this aspect of the business to their riders. Recognizing the importance of word of mouth, Geraldine became involved with all aspects of tourism to build a network of contacts. For example, she has participated in the Tourism Industry Association and helped found the Yukon First Nation Tourism Association. Winters are spent developing contacts and securing bookings.

Barriers and Lessons: The biggest barrier to getting started was securing financing. However, the doubts expressed by the bank made the owners more determined to succeed. Learning about all the red tape - the licenses, building codes, inspection requirements - was also a challenge. Geraldine now thinks it would have helped to ask more questions earlier on and to learn more about general contracting a building project before construction. It would have lowered frustration levels and saved time and money. Asking more people about cooking for large groups would have also helped Minto save both effort and food in the first season or two.

Future of business: The Van Bibbers sold the business to Selkirk First Nation in 1996. They have agreed to stay on as managers for one more year to help train someone to take over its management. Geraldine believes the business has lots of opportunity for continued growth given its prime location on the Yukon River. The popularity of the campground is growing and cabins could be built in the future to serve people traveling the territory by car.

ECONOMIC DIVERSIFICATION CASE STUDY

Business: Champagne & Aishihik Truss Plant and Dakwakada Forest Products

Contact: Jackie McBride-Dickson,

Location: Haines Junction

Started: Truss plant was started about ten years ago. Dakwakada Forest Products started in January 1999.

Description: Owned by the Champagne and Aishihik First Nation, the truss plant in the Junction manufactures floor and roof trusses for the Yukon, Haines and Skagway markets. The First Nation recently set up Dakwakada Forest Products (DFP) to log, process and manufacture Yukon timber. DFP employs 28 people, including the plant which now falls under its umbrella. DFP is logging about 15,000 cubic meters this year and buying another 15-20,000 cubic metres from other Yukon loggers.

Getting started: While it may have been better to have a local supply of lumber available before establishing a truss manufacturing business, when the plant was set up a decade ago, there was little local knowledge of the lumber side of the business. Imported lumber was viewed as the only reasonable option at the time. However, the combination of the spruce bark beetle outbreak, the need to diversify and the ongoing expense of importing lumber from BC and Alberta provided a strong incentive to move toward processing and manufacturing of local timber. Three years of intensive market research, training and business planning, combined with external financing and other internal resources, paved the way for the creation of Dakwakada Forest Products.

Key to success: On its own, the success of the truss plant has been marginal due to the distance from the supply of lumber and the markets. Much of its business is based on overflow from the only other competitor located in Whitehorse. The move to diversify into all aspects of the lumber business - logging, processing and other manufacturing - has built a stronger economic base. Ongoing training of staff continues to build local capacity. To strengthen its interest and commitment to making the business succeed, the First Nation has given some shares to the company managing DFP operations. The truss plant is being maintained as a separate business from other components of DFP so that the financial health of each can be monitored.

Barriers and Lessons: The distance from the lumber supply and the market for truss plant has been a substantial barrier. While moving the plant to Whitehorse would have made it more competitive in some aspects, it is likely that would have also resulted in an increased costs in overhead. The local benefits of keeping the plant in the Junction further deterred any move. Although there is a local supply of timber, the lumber required for trusses must be planed, kiln dried and stress tested. In the near future, after DFP finishes its mill and acquires the necessary equipment, the plant will be able to replace imported lumber with a local product.

Future of business: The supply of local lumber to the truss plant will make it a more viable and competitive operation. As a whole, DFP will be increasing its secondary processing and manufacturing capacity. Many value added products will be developed to provide diverse employment in the area. Fire-killed, bug-killed and green wood will be turned into flooring, wainscoting, lumber and other wood products. Once the glue lam machine is up and running, DFP hopes to scribe the Champagne & Aishihik emblem on door panels, hire local people to paint them and then sell the panels in the Asian market. DFP also plans to provide competitively priced book shelves, bookcases, planters and other products for the Yukon and Alaska market.

ECONOMIC DIVERSIFICATION CASE STUDY

Business: Kwaday Dän Kenji (Long Ago People's Place)

Contact: Harold Johnson and Meta Gage, Indian Way Ventures,

Location: Champagne area

Started: 1995

Description: Located on the highway between Whitehorse and Haines Junction, Kwaday Dän Kenji provides interpretive tours through a "live" outdoor museum made up of First Nation pre-contact shelters, caches, hunting traps and a post-contact trapper's cabin. Fees are charged for the tours and tea, bannock and crafts are sold to raise further revenues. The camp is run by Harold and Meta, with occasional help from their daughter. Other staff are also hired for special events held at the site.

Getting started: Harold and Meta began working on the idea of creating a traditional and cultural place by talking with elders to gather information, doing research, and spreading the word about their plans. Permission to use Champagne & Aishihik First Nation settlement lands was received from Chief and Council. In 1995, after constant work on the site through the spring and summer and using only the owners' own financial resources, Kwaday Dän Kenji was opened for a short six weeks in August and September. The feedback from elders and other visitors helped provide direction for further work and every year new displays have been added. Aboriginal Business Canada has give a small business grant to Kwaday Dän Kenji and the First Nation has provided a loan.

Key to success: Kwaday Dan Kenji has received tremendous support from the elders and other members of the First Nation. Donations of knowledge, time and even crafts have helped the business get off the ground. The business, the first of its kind in the Yukon, was also started at a time when tourism was increasing and interest in cultural oriented activities was building. Basic brochures have helped advertise the business but a new, full colour brochure is being developed to strengthen marketing efforts. A web page on the First Nation site helps promote the business at no cost. In his wallet, Harold carries the words of Goethe for inspiration: "If ever you have a dream, begin it. Boldness has genius, power and magic in it. Begin it now."

Barriers and Lessons: Financial resources for expansion and for marketing have been very limited. Though the business is growing, the owners must still raise income from other sources. The steep access road to the site deters some RVs and buses from entering and many drive by. There have been discussions with the First Nation regarding construction of a new access road but nothing has happened yet.

Future of business: Meta is finishing up a two year tourism diploma and will be applying her new skills to the management of the business. Plans are to increase the number of traditional shelters that people can stay in overnight and to build a longhouse for hosting gatherings of 35-40 people. This summer will be the first time arts and crafts are sold in a store instead of being put on display outdoors. A longer term idea is to make the operation run year round, possibly by expanding into dog mushing and other winter-based activities. The future rerouting of the Alaska Highway in five years or so will be a mixed blessing. The business will be 4-5 miles away from the new route compared to its current roadside location. While the increased distance may be a barrier, the reduction in noise will improve the interpretive experience.

ECONOMIC DIVERSIFICATION CASE STUDY

Business: Day Star Construction

Contact: Dan Reams,

Location: Watson Lake

Started: 1983

Description: Day Star's specialty is building custom, hand scribed, log homes. In addition to constructing local homes, Day Star builds and ships log homes to places in North BC and to Whitehorse. The company also does traditional frame construction. Owner Dan Reams hires 1-4 employees seasonally, depending on the market.

Getting started: In 1981, Dan spent some time in BC and was able to work with a friend who was an experienced log builder on a log home project. When he returned to the Yukon, he built two more log homes in Watson Lake and set up as a business in 1983 to meet the growing demand. He continued to focus on hand scribed log buildings and used his own finances to establish the business and build his inventory of tools. Buying a crane was the largest capital expenditure. Dan has continued to educate himself on building techniques through reading and by visiting other log building projects when he was on trips outside the Yukon.

Key to success: Delivering a quality product to the customer has been the key to the success of the business and has let Day Star rely on word of mouth rather than advertising. Dan has diversified the business to provide other types of construction as log home construction has been restricted by the lack of access to good building logs. In addition to providing a stronger base for the business, this diversification also provides the flexibility to meet customer needs.

Barriers and Lessons: The biggest barrier in the last five years or so has been getting access to 50-100 quality building logs every year for one or two houses. Patches he had selectively taken trees from or had his eye on - areas close to access roads to keep costs low - were either logged by others or not available due to land claims or other concerns. Not being able to be assured logs cost Day Star at least one job for the coming season. Access to a secure supply of logs and a lack of resources for marketing has deterred Day Star from expanding into an overseas market. The GST has also increased the paper burden on the business, creating more costs but no additional revenues. Dan also finds himself training new employees with every new season of work as past employees find more consistent employment elsewhere.

Future of business: The future success of the business will depend on improved access to house logs and on a stronger economy to provide a clientele. Dan expects to log in the winter to provide additional income.

ECONOMIC DIVERSIFICATION CASE STUDY

Business: Birchwood Tours

Contact: Lael Lund,

Location: Watson Lake

Started: 1997

Description: Birchwood Tours has worked with “in-bound” agents in Vancouver to customize a winter “Northern Lights” tour package that focuses on meeting the interests and level of comfort its primary target market, Taiwanese tour groups. The company also packages tours for independent travelers. One of the two business partners, Lael Lund, works full-time for the company and additional staff are contracted to help out on a tour by tour basis. The other partner owns the hotel the tour company operates from which helps keep direct overhead costs for the business low.

Getting started: A Vancouver “inbound” tour agent, who deals extensively with Taiwanese travelers, came to the Yukon to discuss options for promoting northern lights oriented tours. Birchwood Tours evolved out of this effort and began to design a package drawing on the Vancouver agent’s substantial knowledge of Taiwanese likes and dislikes. The first winter was viewed as a test run and the package was modified based on feedback and experience. The business has evolved without the assistance of a business plan.

Key to success: Last fall a Taiwanese media group was brought to Watson Lake to go on the tour and most of the subsequent clientele had seen some of the coverage that arose out of the media’s tour. Lael also traveled to trade shows in Taiwan and she found a feature on Birchwood in a Canadian Airlines Taiwanese publication provided a very helpful introduction to Taiwanese agents when she was overseas. Most important to Birchwood’s success has been tailoring every aspect of the Northern Lights tour package to the typical interests of a Taiwanese traveler. Ensuring short stints outdoors, meals in Chinese restaurants with translated menus, and very little “down time” in the itinerary all reflect this approach. The tour also covers a broad range of activities and information, giving the clients a true taste of the Yukon. Though viewing of northern lights is never guaranteed, Watson Lake’s location in the “aurora oval” gives it an advantage over most of the Yukon.

Barriers and Lessons: Many Vancouver based tour operators are attempting to underprice the package offered by Birchwood by getting pricing information on all aspects of the Northern Lights Tour. As price is what many Taiwanese based their travel decisions on, this is a critical issue. Lael also believes that southern based operators can not effectively deliver a winter-based package and is concerned any negative publicity that may arise out of such tours will affect Birchwood’s business (e.g. stories of frostbite or winter driving accidents). To address these concerns, Lael is very cautious about sharing details on her prices and itinerary with other agents and has tried to ensure her arrangements with local suppliers are kept confidential. She is also researching Government of NWT approaches to ensuring local involvement in tour delivery.

Future of business: Birchwood Tours is currently marketing a new summer tour package for the Taiwan market. The company also plans to eventually expand into the Asian and the European markets and is considering doing more adventure oriented tours for the latter. A website will be developed to broaden their outreach efforts.

ECONOMIC DIVERSIFICATION CASE STUDY

Business: Aroma Borealis Herb Shop
Contact: Bev Gray,
Location: Whitehorse
Started: Wholesale started in 1995, store opened February 1998

Description: Aroma Borealis is a retail store with a wholesale component. The shop sells a diverse number of products made primarily from Yukon grown or wild harvested plants (teas, body care products, and jams, jellies, and vinegars). About 5% of sales are to the BC and Alaska markets. The shop also sells non-Yukon products such as tinctures, vitamins, essential oils and other self-care products. In addition to keeping the owner, Bev Gray, and her family busy, the shop employs one full time and one part time employee.

Getting started: With Bev's interest in herbs, she took a two-year course to become a Chartered Herbalist. After making many salves and teas for her family and friends, Bev received encouragement to start a business. She enrolled in the federal Employment Insurance's Self-Employment Assistance Program. As part of this one-year program, Bev developed a business and marketing plan for a wholesale business. Her belief in the local market was supported by a government study that showed Yukon women were very concerned about health issues. Her knowledge of plants and their medicinal values helped her develop her products and better serve her clients. As the wholesale business grew, Bev decided to open a retail outlet to help reduce the intrusion on her home life and the number of trips required from her home on the Carcross road to downtown.

Key to success: Key for Bev has been doing something she loves and being honest with herself about her limitations. Fortunately, her partner and children have also been very supportive and involved in the business from day one. Finding a niche that needed to be filled ensured a market for her products and her wholesale business taught Bev about what that market could handle, what the buying patterns were and what products were popular. As she considered retail, many stores she sold to provided her with advice. She has taken advantage of every opportunity she had to show her products (e.g. she has had displays at environmental workshops and at a sustainable forest economy conference). Bev's willingness to share information has also been important to her success. For example, after an informative visit to the Aroma Borealis shop, two tourists approached Bev to provide a custom line of her teas for their new Vancouver restaurant.

Barriers and Lessons: Deciding to move into retail was a very difficult decision and setting up the store was a frustrating exposure to bureaucratic requirements. Despite the success of the wholesale business, banks were not interested in financing a retail outlet. Fortunately the Business Development Corporation provided the necessary financing. Yukon Electric requirements for a substantial deposit from the store was just one of a number of expensive barriers to getting established. Attending a trade show in Vancouver was also a challenging experience. Although frustrations occurred during start-up, Bev persevered and returned from the show with important information on packaging and marketing.

Future of business: Bev has expanded her mail order business by developing a new catalogue and focusing mainly on the northern market where people interested in natural therapies have limited access to such products. She will continue developing a new product line called Arctic Woman, a northern holistic skin care line. Bev also wants to work more with local events to develop custom made and packaged products (e.g. an Arctic Winter Games lip balm).

Yukon Community Initiatives

Project: Kluane Chilkat International Bike Relay

Location: Haines Junction and Haines, Alaska

Started: 1993

Description: The bike relay occurs on one day in June when teams of 2, 4, or 8 people race from Haines Junction to Haines. The race is now capped at 1200 participants and involves about 250-300 volunteers each year.

Participants: The race is run by a volunteer board of one President and two executives, one in the Yukon and the other in Alaska. Each Executive has a Vice President, Secretary and Treasurer. Customs officials, the RCMP, and Department of Highway staff have cooperated to help improve the efficiency of the race.

Background: The bike relay was inspired in part by the Skagway to Whitehorse road relay race. The first year the bike race was done as part of Dalton Days festivities (July 1-4, 1993) and had 175-200 racers. Started by individuals, it was supported by community organizations such as the Chamber of Commerce in each community and the Haines Visitor Bureau. In 1997, the organization became more formalized, securing liability insurance for board members and establishing policies and procedures to provide for more consistency year to year.

Funding sources: This is the first year that a coordinator will be hired with a grant from the Community Development Fund. Lotteries, other recreational grants, and some corporate donations also help finance the bike race. Registration fees are charged but are intentionally kept low. The annual budget for the whole race is approximately \$45,000.

Community benefits: There are immediate economic benefits from all the participants and volunteers staying in both communities and spending money on hotels, restaurants and other goods. Longer term benefits arise out of visitors being exposed to the area for the first time with expectations many will return. Training for the race leads to an increase in physical fitness of 1200 people as cyclists are out on their bikes early in the spring. The race is a rallying point for people and has helped build bridges among participating communities.

Barriers and Lessons Learned: The main barrier in putting on the race is volunteer burnout but involving more people from Whitehorse has helped address this challenge. The risks inherent in a bike race have been reduced by a number of management approaches such as training of traffic marshalls, signing of waivers and the requirement of helmets. Starting small and building gradually has helped the organizers learn to manage the complexities of the event.

Future of the project: For now, the number of participants is capped at 1200. However, organizers feel there is the potential for more youth involvement in the future. The calibre of the participants has been steadily increasing but the goal is to keep the race fun and participatory.

CONTACT: Ray Tucker, 607-477-1100

Yukon Community Initiatives

Project: Faro Childcare Centre Society

Location: Faro

Started: 1971

Description: The Faro Childcare Centre Society started as a cooperative of parents who banded together to swap childcare. The Faro Childcare Co-op, as it was first called, soon moved forward to open one of the earliest licensed daycare centres in the Yukon. The centre is currently not open due to the mine closure.

Participants: The society is a collective of parents who needed childcare as many of them worked full time. The daycare has staff when it is operating.

Background: After exchanging childcare for a while, the parent co-operative started a part-time preschool centre in the church. In 1973, they moved to the Recreation Centre and delivered a full based program and, in 1981, the co-op became a non-profit society. The society opened a daycare in a building owned by the Town of Faro on Dawson Drive. Though daycare facilities continue to exist at this location, with each mine closure the centre has closed temporarily, sometimes opening in the recreation centre where overhead costs were lower. Once, a preschool was started in the school as an interim measure. This was also tried for the current closure but there was not adequate enrollment to support the program.

Funding sources: Before government grant monies, the centre ran on fees paid by parents. Now, when its operating, the centre gets operational support from the Yukon government. The Town of Faro has provided the Dawson Drive location for free. In the 80s, the daycare received Yukon grants to improve the facility. For example, a preschool room was built, playground equipment was installed and the area was fenced. Additional fundraising has also been critical to the centre's survival and the board has done bottle drives, craft sales, sales of pizza and a 25th anniversary cookbook to raise money. In one year alone, \$10,000 was raised by volunteers which helped keep the centre from going into debt. Over the years, the mine has contributed some equipment and building materials to the centre as well as assistance for special events.

Community benefits: The childcare centre provides a stable environment to kids with working parents and has been effective at bringing parents in the community together. Board and staff have also built a cooperative and supportive relationship. During the second to last shut down, the society struggled to keep the centre going as they believed strongly in providing stability to the kids and a focal point for the parents.

Barriers and Lessons Learned: Although trained staff was not a regulatory requirement when the centre was set up, it was a goal of the society to have quality care. The society successfully lobbied Yukon College to come to Faro to provide Early Childhood Education courses. The board also made it a goal to support the upgrading of staff skills, paying for course fees whenever it was financially feasible. Although the centre has closed a few times due to the impacts of the mine closures, the society has typically been kept in existence, with standing procedures and policies. This has made each start-up easier.

Future of the project: The childcare centre is currently closed and the society is inactive. However, parents and past staff continue to talk about options for providing a preschool and/or daycare service. Unfortunately, the overhead costs of running the Dawson Drive facility prevent even its casual use by volunteer caregivers. The centre's future depends on future employment and population levels in Faro.

CONTACT: Miriam Kaytor,

Yukon Community Initiatives

Project: Tagish Nation Dancers

Location: Carcross

Started: 1973

Description: The Tagish Nation Dancers is a First Nation dance group of 30-40 people that performs primarily in the Yukon. The group has also traveled throughout Canada, to the United States and as far away as Japan. They are run as a non-profit organization.

Participants: The dance group is made up of people of all ages. For example, four generations of one family participate. People of all nationalities are welcomed and must be drug and alcohol free.

Background: In the early 1970s, Clara Schinkel, the Language Learning Coordinator at the Carcross school saw a need for children to learn their language. With support of others, particularly Angela Sidney, Clara started the dance group (outside of her job at the school). Initially, the group used the community centre and moved to the school gym when the centre became too cold. The group has used stories and songs of Tlingit and Tagish culture to teach these languages to the dancers and to help participants learn more about their history.

Funding sources: The dancers charge for most of their performances and the money goes toward paying for travel and regalia. Other fundraising activities, such as garage sales, bake sales and special bingos, are also done to help raise money for special trips.

Community benefits: The dance group gives children and adults greater self-esteem and sense of identity. It provides a family-oriented activity in the community and builds unity among the diverse participants. Travel outside the Yukon helps broaden the horizon of everyone, especially the younger participants. This first First Nation dance troupe has also provided a positive example that many other First Nations have followed.

Barriers and Lessons Learned: Organizers learned to follow their hearts and not be slowed down by what other people thought about learning a “dying” language. The use of stories and songs has been an important way of conveying both language and culture.

Future of the project: The dance group will continue to welcome new dancers and it is their dream to tour in Europe. Money is currently being raised to send a few young dancers to a Tlingit culture camp in Alaska. Coordination for the dance group has been passed from mother to daughter and soon to granddaughter.

CONTACT: Clara Schinkel,
Geraldine James, [REDACTED]

Yukon Community Initiatives

Project: Society of Yukon Artists of Native Ancestry (SYANA)

Location: Based in Whitehorse, serves Yukon First Nations artists throughout the Yukon

Started: 1989

Description: SYANA is a non-profit society that promotes a greater knowledge and appreciation of Native art and artists, works on the development of Native arts, and encourages Native and public participation in the arts. It achieves this by organizing a variety of art courses and programs such as marketing and portfolio development. SYANA also provides ideas and names of possible performers or artists for events and commissions. It helps First Nation artists access training and market their work and regularly showcases Yukon First Nation art and performances.

Participants: SYANA is run by a volunteer board. It has an office with one part-time core staff person plus project staff for various initiatives.

Approach: SYANA was founded in 1989 after two Yukon First Nation artists were asked to sit on a national board for aboriginal artists. The two started SYANA to provide them with direction. Federal funding of \$10,000 at the outset went to setting up an office and holding a meeting of First Nation artists. Further activity was on a project by project basis for about three years until core funding was secured.

Funding sources: Core funding of \$36,000/year is now provided by the Yukon's Department of Tourism. Additional project funding comes from variety of Yukon and federal government programs. SYANA also gets some support from the City of Whitehorse, in-kind donations or discounts from Yukon College, contributions from NorthwTel and grants from Lotteries. There was an unsuccessful attempt to create a self-sustaining fund for grants for art materials. The fund was to be replenished by the auctioning of artwork provided in exchange for the materials but bid prices were not consistently high enough to cover costs.

Community benefits: SYANA helps increase awareness of First Nation art, increasing self-esteem of individual artists and First Nation people. SYANA also provides education in the schools and acts as a referral service for Yukon First Nation artists. Many individual artists have benefited from SYANA's support and services.

Barriers and Lessons Learned: Low respect for the arts has set up barriers to receiving support. There is also resistance to community or government funding of First Nation culture as some believe First Nations should be doing this. SYANA staff feels it is important to sell what you are doing through one on one contact with funders. There also needs to be a good working relationship with the people you are serving and it is important those involved in running the organization have an understanding of the field they are working in.

Future of the project: In addition to continued work on regular programs and workshops, SYANA is working on developing a First Nation theatre company and getting an arts program going at Yukon College.

CONTACT: Linda Polyck, Arts Administrator, 6 v)

Yukon Community Initiatives

Project: Whitehorse Community Garden

Location: Whitehorse

Started: 1997. First growing season was in 1998

Description: On Ray Street in downtown Whitehorse, 21 gardening beds have been built on City land. Three are communal beds which volunteers grow and the produce goes to social service organizations in the community. The other 18 are gardened by families, individuals or organizations (all of whom contribute volunteer time, a membership fee and a refundable deposit in exchange for use of the garden plot).

Participants: The Downtown Urban Gardeners Society (DUGS) was set up in fall of 1997. In addition to the work of the volunteer Board of Directors, many organizations and individuals have contributed time to getting the garden going and growing (e.g. Katimavik, Y2C2, Probation services, Challenge, Youth Achievement Centre, churches). From May to August 1998, over 1500 volunteer hours were logged at the gardens.

Background: The idea of working towards food security for the community came from a meeting of the Anti-Poverty Coalition in 1997. DUGS was soon started up to address the issue by establishing a community garden. The City of Whitehorse was approached and it permitted the use of land below the escarpment (which was not suitable for building). They successfully applied for funding to get the project started and a part-time coordinator was hired to work ten hours a week for nine months starting January 1998. Construction of the beds began in May and, after much volunteer labour and moving of soil and compost, food started to be harvested mid summer.

Funding sources: The Community Development Fund (Yukon), the Canadian Adaptation and Rural Development fund (federal funding provided through the Yukon Agricultural Association) and the Recreation and Parks Association of the Yukon contributed a total of \$22,800. The City donated land, insurance and water services. Many private business have given donations or discounts.

Community benefits: Strengthening food security and building a sense of community has been a definite outcome of the first year of the project. There has been an increase in knowledge of gardening techniques and better awareness of how to lower food bills for at least part of the year. Free food has also been provided to social service organizations (e.g. Salvation Army, Mary House, Kaushee's Place). In addition to providing Whitehorse residents with access to land to garden, there has been a lot sharing of information and labour among a diversity of people at the site. A few specially designed beds provide access to people with disabilities. The reclamation of the land around the gardens provides a park-like setting for its users and other area residents.

Barriers and Lessons Learned: Everything took longer than expected which created a rush at beginning of the growing season. Planning for delays and starting some things earlier in the year (e.g. construction of the beds) would have alleviated the need for very intensive work in a short time period.

Future of the project: The gardens are now self-sustaining as membership fees cover low maintenance costs. However, the society will be applying for funding to previous funding sources to expand the number of beds, do more landscaping and hopefully deliver some educational programs.

CONTACT: Spence Hill, †

Yukon Community Initiatives

Project: Dena Cho Trail

Location: Faro and Ross River

Started: Spring 1998. Trail construction to start 1999

Description: The Town of Faro and the Ross River Dena are planning to construct a 70 kilometre multi-use trail between the two communities. There will be four warming cabins along the route. At each end there will be two sculptures to commemorate the First Nation role in the discovery of the ore body in the area.

Participants: The Town of Faro, Ross River Dena Council and the Ross River Dena Corporation have been involved in the planning of the project. After funding is received, it is anticipated more members of each community will be involved.

Background: The Ross River Dena Council approached Anvil Range mine in 1997 with the idea of commemorating the First Nation discovery of the lead-zinc ore body. After the mine closed, the Town of Faro continued to work with Ross River on the idea and held a design competition for sculptures in each community. Two designs have been selected and funding proposals have been submitted to raise the resources to commission the creation of the sculptures. The idea for building a trail to link the two communities arose from this initiative and has grown to include a tourism focus.

Funding sources: The Community Development Fund has provided support for planning of the trail project. Funds to develop the trail, build the cabins and make the sculptures are being sought from CDF, the Canada Council Millennium Fund, and the Millennium Partners Fund. The Town of Faro and the Ross River Dena Council will also be contributing to the project. Overall, trail and cabin construction will be approximately \$800,000. The commissioned sculptures will cost about \$200,000.

Community benefits: The planning of this project has built bridges between these two communities, helping to overcome a history of tension. It is expected that the construction of the trail will add to the relationship building as people from both towns work together on the project. In addition to providing recreational opportunities for local people, the trail is expected to draw in tourists for multi-day activities (e.g. people will be able to canoe downstream and hike the trail back).

Barriers and Lessons Learned: Good communication has been important to overcoming past tensions and getting recognition and acceptance of the idea in each community. Regulatory requirements and ongoing land claim negotiations have also presented challenges. Securing the funding to hire staff to work on these difficult and complex issues has helped move the project along. However, there are some outstanding issues related to land claims, heritage designation, non-winter use of motorized vehicles and hunting impacts that still need to be addressed.

Future of the project: If funding is approved early enough, trail construction will start this summer and is expected to take three months. More formal public meetings to discuss the project will be held once funding is confirmed. Marketing and work on interpretive materials will occur in the winter. Promotion will likely be integrated with other wildlife viewing and tourist initiatives in Faro.

CONTACT: Shane Wilson, _____
Ted Charlie, _____

Yukon Community Initiatives

Project: Wye Lake Park

Location: Watson Lake

Started: 1989

Description: Wye Lake Park, in the town of Watson Lake, has a cabin, a gazebo style bandshell and a three kilometre trail around the lake. The park was planned and established by a volunteer group called Friends of Wye Lake in partnership with the Town of Watson Lake. They chose to develop the park area carefully, maintaining most of it in its natural state.

Participants: Friends of Wye Lake was started by a group of concerned citizens and the project was supported by the Town of Watson Lake employees and Council

Background: Some Watson Lake residents were concerned about Wye Lake being polluted from run-off and the amount of garbage around and in the lake. In 1990, the new Friends of Wye Lake and the Town hired people to provide a conceptual plan, do a geotechnical evaluation of the site, and prepare funding applications. Ducks Unlimited looked at how the lake could be improved for waterfowl and the Yukon government reviewed options for stocking the lake with trout (unfortunately a trial stocking program failed). Work was also done on the heritage resources in the area, plant use by First Nations and wildlife viewing options. Over a three year period interpretive trails and sites, a band-shell, and a log cabin with bathrooms and kitchen facilities were all built. The initiative won the national Elaine Burke Award for Active Living.

Funding sources: The Town of Watson Lake provided the majority of the funding for the project, over \$850,000. The Community Development Fund provided close to \$200,000 and the the federal Environmental Partners Fund contributed \$125,000. The Watson Lake '92 Commemorative Committee provided \$50,000 for the bandshell.

Community benefits: Wye Lake Park is used by community members for a broad array of events. Many groups, both private and public, use the cabin or park area for meetings and special events. For non-profit groups, the facilities can be used for free. The area is also visited by many tourists who learn more about the ecology of the area. The nature park approach provides important opportunities for interpretive programs for schools, the town or other organizations. The trail is regularly used, improving the physical health of many community people, and the lake water is tested every year to help monitor its health.

Barriers and Lessons Learned: There was some dissension in the community about the way the town land and resources were used. Some people wanted more recreational space provided (e.g. playing fields). However, the bird life and frequent wildlife sitings at the park have helped to alleviate some of these concerns.

Future of the project: The project is now managed by the Town of Watson Lake. There are no plans for expansion but every year there are a variety of programs offered at the park.

CONTACT: Anne Morgan, Recreation Director, Town of Watson Lake, 5

Yukon Community Initiatives

Project: Tagé Cho Hudän Interpretive Centre

Location: Carmacks

Started: Idea first developed in 1988, official opening in 1997

Description: The interpretive centre is a showcase for Carmack's Northern Tutchone culture. It has eight outdoor displays such as a fish cache, a pole house, and the Yukon's only model of a mammoth snare. Inside there are a variety of interpretive exhibits on the Northern Tutchone people and their way of life.

Participants: The interpretive centre is owned and administered by the Little Salmon Carmacks First Nation. The exhibits have been made with a combination of paid and volunteer labour by local people. In the summer, students hired to work on interpretive projects keep the centre open. In the winter, a staff person of Little Salmon Carmacks opens it on request and works on raising funds for various activities and projects.

Background: In 1988, the First Nation hired a consultant to look at the feasibility of starting a cultural centre in the area. However, due to land claims issues and the lack of resources, it was not until many years later that an updated plan for the centre was developed and used as the basis for funding proposals. The Village of Carmacks and Little Salmon Carmacks First Nation prepared a joint proposal for centennial anniversary funding to develop a number of initiatives within the community that would draw in more tourists (e.g. the interpretive centre, a visitor reception centre, reconstruction of the historic roadhouse). However, the projects were managed independently once funded.

Funding sources: The Centennial Anniversary funding paid the costs of setting up many of the exhibits and renovating a First Nation owned building. Rental of space to a gift store provides some ongoing revenue (and helps to draw in visitors). The Yukon government's Community Development Fund has supported a variety of projects run through Tagé Cho Hudän Interpretive Centre. The overall budget for getting the centre going was approximately \$400,000. An admission fee was charged at the outset but it deterred people from visiting so donation boxes are now used (with moderate success).

Community benefits: The positive display of Northern Tutchone culture has helped increase the self-esteem and pride of many community members. It has served to create a better understanding of the local First Nation culture for both visitors and locals. By drawing in tourists, the centre has economic spin-offs, particularly through the sale of crafts at the adjoining gift store. Initial building renovations, the development of the exhibits, and ongoing summer projects have also provided local employment.

Barriers and Lessons: Getting funding for the ongoing operations of the centre has been the biggest challenge - one that has not been overcome. Following what local people wanted rather than designs from elsewhere has proved to be an effective approach. Developing professional exhibits is also considered critical to creating a space that people will be interested in.

Future of the project: The centre will continue to look for operational support. In the meantime, it continues to run on a project by project basis. It has developed a mobile exhibit that will help promote the Northern Tutchone culture in Canada and other countries (arrangements for a trip to Austria is in the works). The centre plans to develop a communications package including a web page, booklet and poster. Starting a café in the building is also a goal.

CONTACT: Dawn Charlie,

Yukon Community Initiatives

Project: Yukon Women's Mini-Bus Society

Contact: Joyce Hayder

Location: Whitehorse

Started: 1975

Description: The Yukon Women's Mini-Bus Society started as a Transit Committee of the Yukon Status of Women Council with the goal of getting a public transit system set up in Whitehorse. To demonstrate the need and viability of a transit system, the society started an 18 month pilot project, with four mini-buses, in 1976. Its success convinced the City of Whitehorse to establish the Whitehorse Transit Commission which continues to run the bus system in the city today.

Participants: The society was started by five women on a volunteer basis. Two men, one lawyer and one City employee, were invited to join as associate members to provide advice and ideas. Many more volunteers later helped with the pilot project, cleaning and washing buses, doing repairs, keeping books and records, advertising and promoting ridership. Two co-managers and drivers - all women initially - were hired for the pilot.

Background: In 1973, after the City of Whitehorse said it did not need and could not afford a transit system, the Yukon Status of Women Council struck a Transit Committee to work on establishing a bus system tailored to the special needs of Whitehorse. The Status of Women believed a transit system was needed by less mobile members - older people on fixed incomes, young mothers with small children, low income families and youth - living in the spread out community. Offering non-traditional, part-time work to women also became an objective of the group. In 1975, the committee became the Yukon Women's Mini-Bus Society after securing funding to support a mini-bus pilot project. After 18 months of operation, the pilot received a very positive evaluation. The City finally agreed to take over the transit system and the transfer was completed in July 1978.

Funding sources: The society received a research grant for salaries from the Company of Young Canadians to study the needs and possible solutions. Later, Transport Canada paid the capital costs of the pilot project and operating costs were shared by the City (40%) and the Yukon government (60%). Fares also helped pay for overhead costs. Donation of office space by the Women's Centre helped reduce operating expenses.

Community benefits: The mini-bus system helped break down the isolation of many people in the community who had no car or whose car was not available to them during the day. It also created a sense of community pride in what was achieved. A number of part-time jobs were created which fit the schedules of the many women employees. It was an early, positive example of job-sharing.

Barriers and Lessons Learned: There was a tremendous amount of resistance to creating a transit system from all three levels of government. The job took a lot of perseverance, commitment and patience to help deal with the prejudice of many people who didn't believe the women knew what they were doing. Fact finding trips to other towns in Canada helped increase knowledge of solutions. A consultant, hired by the Ministry of Transport, helped strengthen the technical information in the project proposal.

Future of the project: The transit system in Whitehorse continues to operate. Having achieved its goals, the Yukon Women's Mini-Bus Society disbanded long ago.

Yukon Community Initiatives

Project: Silver Trail Tourism Association

Location: Mayo, Keno, Elsa and Stewart Crossing.

Started: mid 1980s

Description: The Silver Trail Tourism Association is a non-profit society started by local business people to promote tourism and other attractions in the area. It develops promotional materials and builds infrastructure. It also doubles as the local Chamber of Commerce.

Participants: The association is made up primarily of local business people from the region. The Village of Mayo and Nacho Nyak Dun First Nation each have a seat on the executive to ensure a positive information flow within the community.

Background: The association has developed trails in the area, built the information booth at Stewart Crossing and developed information materials on the area. The association has accessed Chamber of Commerce and Tourism Industry Association services such as a training course on website development. Silver Trail puts out a newsletter for its members.

Funding sources: The different projects that the association takes on are primarily funded by the Community Development Fund or its predecessors. Student employment programs have also provided staff to help with trail building and staffing of the information booth. There is a small membership fee to join.

Community benefits: Through the efforts and projects of the Association, more people have traveled the Silver Trail. Measurable through museum attendance rates, this increase in traffic has obvious economic benefits. The Association also helps build community cohesiveness by bringing people in the area together.

Barriers and Lessons Learned: The ongoing lack of operational funding leads to high volunteer burnout. Although the association feels a tourism director for the area would be helpful, there are some members of the community who do not see tourism as the solution to economic hard times. Although the Yukon government does not provide core funding, it has assisted through project funding and support to the association to develop five year plans.

Future of the project: The association continues to be fairly active and the last five year plan is leading them into more cooperation with the local First Nation and with other communities along the North Klondike Highway. Cooperation in marketing and an increase in information sharing is expected to provide tourism benefits to all communities that are involved.

CONTACT: Bonnie Smith,
Mike Mancini,

Yukon Community Initiatives

Project: Students Against Drinking and Driving (SADD)

Location: Watson Lake

Started: 1998

Description: SADD is a youth run organization that focuses on drinking and driving, the number one problem of youth. Currently, the SADD chapter at the Watson Lake High School is the only one in the Yukon. The Grade 8-12 students undertake a wide variety of educational activities on drinking and driving and many other youth-related concerns like eating disorders, self-esteem, peer pressure, suicide, sex, and addictions. The local chapter is registered with Saskatchewan's provincial SADD organization which takes care of administrative issues and provides materials for the group.

Participants: There are approximately 30 students involved in SADD. A local teacher, Angele Champigny, also contributes a significant amount of time working with the group. There are a number of adult advisors - parents, an RCMP member, and a Town of Watson Lake representative - that participate in SADD meetings but do not have a vote.

Background: Angele had been involved in SADD when living in Saskatchewan. When she moved to Teslin, the first Yukon chapter was started with her active support. However, after she moved to Watson Lake to teach, the Teslin group did not continue. Angele organized a SADD meeting in October 1998 in Watson Lake and the kids who attended jumped on board and immediately became very busy. One of their major accomplishments to date was the March tour of number of Yukon communities. They did eleven awareness raising shows in five days performing either a show for younger students called "I Didn't Mean It" or one for older children called "Peers and Fears." The active chapter has continued to grow.

Funding sources: Financial support for SADD's activities has come from the Recreation Department of the Town of Watson Lake and the Yukon government's Youth Investment fund. The schools they visited on their March tour usually paid for the show. And the chapter has actively fundraised. For example, this winter they did a five hour "Improv-a-thon" and are planning a community dinner.

Community benefits: In addition to raising awareness and providing a place for youth to discuss a number of critical issues, SADD participants have helped remind adults in the community of the positive role of youth in the community. The level of volunteerism of youth in Watson Lake has increased through SADD activities and has helped build the self-esteem, confidence and skills of those involved.

Barriers and Lessons Learned: The biggest barrier for the SADD students is trying to balance all they want to do with all they can do. However, after the success of the shows, SADD has attracted more members so there are more people to share the work. When in Teslin, Angele had worked with the students as part of her job as Recreation Coordinator. Now her involvement is over and above her teaching job which has been very time consuming, but also very rewarding.

Future of the project: The ultimate goal of SADD is to have a chapter in every Yukon school and one has already been initiated for grades 2-7 in Watson Lake which the older students will help out with. They are also planning a variety of events for the national Impaired Driving Awareness Week in early May. For example, every 23 minutes in the local First Nation offices, there will be the sound of a crashing car and mock accident victims will go through the office to symbolize the fact one person dies from impaired driving at that rate. There will be a Watson Lake wide sound off at 3:00 one day to raise additional awareness of the issue and the youth are also organizing ride-alongs with the RCMP.

CONTACT: Angele Champigny, 756-6777

APPENDIX 3

List of Participants
(by community, in order of meeting date*)

Ross River Reception: April 15, 1999 Conference: April 16, 1999

1. Charlie, Rose	5. John, Samantha
2. Grant, Rita	6. Loan, Dianna
3. John, Dorothy	7. Pauls, Jack
4. John, Kim	8. Pauls, Millie

Faro Reception: April 16, 1999 Conference: April 17, 1999

1. Arkley, Catherine	11. McLachlan, Jim
2. Atwood, Miranda	12. Payne, Olga
3. Austin, Kieth	13. Salo, Julia
4. Bailey, Dennis	14. Salo, Shauna
5. Boehm, Connie	15. Takacs, Mike
6. Boehm, Harold	16. Takacs, Sue
7. Bowers, Jack	17. vonHarten, Mike
8. Denholm, Eric	18. Wilson, Malcolm
9. Dove, René	19. Wilson, Shane
10. Kaminecki, Roman	20. Wilson, Ceilidh

Carmacks Reception: April 18, 1999 Conference: April 19, 1999

1. Baille, Meta	10. Mullett, Fred
2. Best, Dale	11. Mullett, Viola
3. Blackjack, Clyde	12. O'Brien, Joseph
4. Charlie, Dawn	13. Ranigler, Anne
5. Charlie, Jerry	14. Richards, Mike
6. Cochrane, Cathy	15. Roberts, May
7. Gormley, Mike	16. Skookum, Eddie
8. Johnnie, Doris	17. Wegreen, Gerry
9. Johnnie, Sarah	18. Winston, Billy
	19. Wrixon, Alma

Dawson City Conference: April 20, 1999

1. Berger, Fred	11. McDade, Jon
2. Brickner, Julie	12. Miller, Kelly
3. Burns, Wendy	13. Mitchell, Dawne
4. Buyck, Cheryl	14. Ranger, Louise
5. Caley, M.	15. Rudis, Al
6. Cayen, Dina	16. Russell, Pat
7. DuBois, Karen	17. Scheer, Aedes
8. Fraser, Jack	18. Soderlund, Penny
9. Jordan, Marcia	19. White, Joel
10. Laing, Cheryl	20. Winton, Helen

* Some participants did not sign the registration list and are not listed here.

Pelly Crossing Conference: April 21, 1999 (with community lunch)

1. Alfred, Jerry
 2. Alfred, Jessica
 3. Alfred, Kathy
 4. Edwards, Johnson
 5. Edwards, Victoria
 6. Hager, Janelle
 7. Hall, Lizzie
 8. Joe, Jenna
 9. Johnnie, Shirley
 10. Johns, Dorothy
 11. Johnson, Peter
 12. Majola, Olga
 13. McGinty, Ken
 14. Menzi, Candice
 15. Menzi, Mario
 16. Silas, Amy
 17. Silas, Carolyn
 18. TomTom, Kyle
 19. Trudeau, Audrey
 20. Trudeau, Don
 21. Van Bibber, Jean
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Mayo Conference: April 22, 1999

1. Bolton, Lindsay
 2. Buyck, Barb
 3. Buyck, Roy
 4. Buyck, Martha
 5. Cohn, Steve
 6. Cooper, Shanon
 7. Genier, Matthew
 8. Johnny, Jimmy
 9. Klippert, Kasey
 10. Lacey, Lori
 11. McDiarmid, Denise
 12. McNeal, Joanne
 13. Moses, Effie
 14. Patterson, Frank
 15. Peter, Albert
 16. Peter, Johnson
 17. Phillips, Frances
 18. Reid, John
 19. Spencer, Ian
 20. Van Bibber, Doug
 21. Wozniak, Angie
 22. Wozniak, Margrit
-

Teslin Reception: April 26, 1999

1. Burgess, Buzz
2. Clark, Jim
3. Clark, Minnie
4. Greenwood, Brandy
5. Hogan, Blair
6. Johnston, Sam
7. MacDonald, Paul (teacher)

Conference: April 27, 1999

8. Martyshuk, Eliza
9. Oziewicz, Richard
10. Sidney, Richard
11. Smith, Orville
12. Sydney, Juanita
13. Ward, Scott

Students

1. Bob, Ray
2. Bruce, Jackie
3. Burgess, Adam
4. Burgess, Kirsty
5. Dawson, Trevor
6. Johnson, Brandon
7. Johnston, Rachel
8. Jules, Santana
9. Smarch, Morgan
10. Sydney, Darren
11. Thomas, Christopher
12. Warrington, Blanche

- Watson Lake Reception: April 28, 1999 Conference: April 29, 1999
1. Agar, Lindsay
 2. Agar, Trudy
 3. Bauer, Shirley
 4. Beaumont, Brad
 5. Callbreath, Melisa
 6. Crawford, Dave
 7. Crawford, Toresa
 8. Donnessey, Sam
 9. Esler, Duane
 10. Funnell, Jane
 11. Hall, John
 12. Hill, Dave
 13. McIlmoyle, Carol
 14. Morgan, Anne
 15. Riessuer, Sylvia
 16. Robertson, Terry
 17. Schurastein, Tavis
 18. Skelton, Jenny
 19. Sparks, Caroline (organizer)
 20. Thompson, Stephanie
 21. Thoors, Helga
 22. Vetterl, Jesse
 23. Watt, Leslie
 24. Werrun, Chelsea
 25. Wood, Isaac
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- Haines Junction Conference: May 10, 1999
1. Bennett, Joe
 2. Binder, Valarie
 3. Burton, Susan
 4. Dixon, Geoffrey
 5. Gaunt, Sarah
 6. Gilbert, Scott
 7. Graham, Archie
 8. Heming, Gregory
 9. Kushniruk, Kathy
 10. Leslie, Georgina
 11. McRobb, Gary
 12. Morkel, Rhonda
 13. Nassiopoulos, George
 14. Stinson, Eric
 15. Tomlin, Al
 16. Walton, Cathy
 17. West, Duane
-

- Destruction Bay Dinner and meeting: May 10, 1999
1. Blahitka, Mary and Bill (Shannon and Mikey)
 2. Egg, Walter
 3. Eikland, Charlie
 4. Flumerfelt, Jim
 5. Howe, Yvonne
 6. Maluorno, Loren (D. Bay Lodge)
 7. Marshall, Heather and Storey
 8. Prestone, Roxienne
 9. Ranson, Dillys (nurse)
 10. Sias, Cecile
 11. Sias, Josie
 12. Van Der Veen, Garry
-

- Burwash Landing Conference: May 11, 1999
1. Bradasch, Robin
 2. Chambers, Grace
 3. Cohoe, Grace
 4. Johnson, Chief
 5. Kabanak, Sharon
 6. Monahan, B. and K.
 7. Olatine, Mathieya
 8. Pope, Geraldine
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- Beaver Creek Reception: May 11, 1999 Conference: May 12, 1999
1. Hayes, Tickie Cpl.
 2. Knickle, Gary
 3. Michaels, Donna and Carl
 4. Morgan, Heather
 5. Davis, Rowena
 6. Hammond, Nick
 7. Hayes, Tickie Cpl.
 8. Johnny, Robert
 9. Peter, Denise
 10. Peter, Richard Sr.
 11. Squinas, Liliane
 12. Stephen, Glenn
 13. Vander Meer, Rosemarie

Carcross Conference: May 17, 1999

1. Amirault, David
 2. Auston, Annie
 3. Brault, Jan
 4. Breton, Philip
 5. Carvill, Andy
 6. Gatensby, Nora
 7. Haydon-Low, Bea
 8. James, Patrick
 9. James, Rosemary
 10. James, Stanley
 11. Kawchuk, James
 12. Keu-Wedge, Leslie
 13. Lundbers, Murray
 14. Lyman, Bruce
 15. Matthews, Bill
 16. Matthews, Raymond
 17. Puil, Lorri
 18. Smith, Art
 19. Smarch, Lily
 20. Stevens, Mark
 21. Wedge, Mark
-

Old Crow Conference: May 19, 1999

1. Bruce, Robert
2. Charlie, Charlie P.
3. Charlie, Helen
4. Daley, Steve
5. Enns, Eldo
6. Graham, Joan
7. Hopkins, Sean
8. Josie, Edith
9. Josie, William
10. Kakfwi, Shirley
11. Kaye, Elizabeth
12. Linklater, Howard
13. Linklater, Joe
14. Linklater, Norman
15. Mills, Agnes
16. Montgomery, Jane
17. Moses, Mary Jane
18. Netro, Florence
19. Ollett, Wayne
20. Page, Robert
21. Schafer, Marion
22. Tetlich, Glenna