

YUKON DEVELOPMENT STRATEGY

CROSS-INDUSTRY RESEARCH

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Building the Future

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Yukon
Government

YUKON 2000
LINKAGE STUDY ABSTRACT
DISCUSSION PAPER: Small Business

The importance of the small business sector to the Yukon economy is defined by several commonly accepted financial, economic and social parameters which describe small business activity. The reliance of each industry on small enterprise is also analyzed. A statistical base is provided for analysis of public and market support for new and small businesses.

A review of the major economic directions in relation to population, to industry type and to employment leads to discussion of growth trends and new opportunities to encourage extraordinary growth. Small business can play a powerful role in these prospects, particularly in areas where small and large firms can work together.

The report identifies the Yukon small business outlook to the year 2000. A number of forces which could significantly influence this outlook are noted. Influence may come from changes in historical forces within the Yukon, and also from economic bases outside the Yukon. Innovations in communications and technology will also have an impact. Finally, the future may be affected by emerging social trends and patterns of business development in North America.

The uniqueness of the Yukon is both a constraint and an avenue of opportunity. The report emphasizes areas where the Yukon has singular advantages for small business development.

Finally, the study develops both general policy directions and specific proposals for development of small business. Emphasis will be on strengthening existing small businesses and encouraging new commercial activity. The result may be the replacement of imported products with locally produced items, and even the export of products to larger markets. Areas in which the public sector can serve as a catalyst for business development will be discussed.

Buchanan Consulting Services

YUKON ENERGY, MINES
& RESOURCES LIBRARY
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Whitehorse, Yukon Y1A 2C6

YUKON 2000
LINKAGE STUDY ABSTRACT
DISCUSSION PAPER: Leisure and Recreation

This paper will address the opportunity for citizens of the Yukon to look to the future with excitement and enthusiasm. The paper will attempt to put the concept of Recreation and Leisure in perspective as it affects the Yukon today, and project a changing role for this unique field over the next fifteen years and beyond.

Material from "The Futurist" will form a part of the resource base from which global projections for the future have been generated. Canadian experience and data will be accessed to give a more focussed thrust to our subject. Yukon records and experience then focusses the paper on scenarios that may affect the Yukon.

The summary will offer the writer's bias that the field of Leisure and Recreation can and will have a significant role to play in forming communities of the future. Job opportunities will be there, but in a 'different' format and reflecting different values. The paper will suggest strongly that recreation and leisure workers will be interdisciplinarily trained. They will focus primarily on the coordination and facilitation between and among human service agencies and the overall community.

Gerald Bruce of G.A. Bruce Holdings Ltd.

YUKON 2000
LINKAGE STUDY ABSTRACT
DISCUSSION PAPER: Municipal Infrastructure

This paper will deal with a number of questions and issues with respect to municipal infrastructure and economic development. As a starting point, a broad definition of municipal infrastructure will be given. The concept of using municipal infrastructure as a basis for economic development will be presented.

Brief sketches of the existing state of infrastructure will be outlined. The gaps identified include social infrastructure which is seen as the most critical. The designated levels of service and classifications of communities by the Yukon government will be outlined and explained. The need for comparisons to national standards will be addressed.

The question of payment for municipal infrastructure will be discussed. The level at which the individual pays will be a major issue since all governmental purchases are made from tax dollars eventually. In particular, discussion will centre around the levels of government to which taxpayers make most direct payment, for both the most and least visible return. The fact that capital block funding will be a reality in 1987, and the nature of the change, will be emphasized.

Priorities which enable infrastructure development to encourage economic development will be clearly outlined. The concept of cost-pull as opposed to demand-push will be presented, with examples taken from the Yukon experience. The idea of sound planning for sustained growth of infrastructure can be linked directly to employment and business development. Through examination of current budget and actual expenditure figures, the potential effect of the management and development of municipal infrastructure can be seen. Emphasis throughout the paper will be on the potential for long-range and ongoing economic development.

Scott Widemeyer, Resource Expediting and Management

YUKON 2000
LINKAGE STUDY ABSTRACT
DISCUSSION PAPER: Communications

This paper begins with a brief description of the current structure, performance, and regulation of the Canadian communications industry.

Recent research reports which have examined the relationship between communications and economic development are then reviewed.

Key factors culled from these research reports are then used as the framework for describing the current communications environment in the Yukon, and for identifying opportunities and constraints.

The paper concludes with a discussion of the potential to create a more fully developed communications industry for the Yukon, and identifies policy issues which must be addressed in this development.

Stratavision Incorporated

YUKON 2000
LINKAGE STUDY ABSTRACT
DISCUSSION PAPER: Energy

Total energy expenditures and the source of energy supply are the key factors governing the impact of energy on the Yukon economy.

Past patterns of energy supply and demand in Yukon have indicated a high dependence on costly imported, refined petroleum products, resulting in large energy expenditures (\$90 million in 1985, \$70 million of which was for imported refined petroleum products) and large leakages (dollar outflows) from the Yukon economy.

Yukoners have been reducing their energy requirements through conservation, particularly in heating, and have been shifting from oil to wood. However, the large expenditures which are a drain on the economy still remain. Although high energy costs are only one factor restricting economic development, they do reduce real incomes and profitability, and the high import content does severely limit spin-off benefits of energy spending in the Yukon.

Yukoners can and do consider many alternatives in order to reduce adverse effects of energy on their economy, including conservation options, fuel substitution, site-specific alternatives, improved fuel distribution and/or pricing incentives.

Energy programs in the Yukon - information transfer, interest free loans for conservation, grants and low interest loans for feasibility studies and demonstration projects, and low cost energy auditing - appear to be well tailored to current Yukon needs. Other initiatives which could be considered include improved delivery mechanisms for native people, extension of low interest loans to sectors other than residential/commercial, provision of technical advisory services to small businesses, and greater consideration of conservation potential in the transportation sector. The impact of energy subsidies and rate structures on energy use and costs should also be assessed.

Marvin Schaeffer and Associates Limited.

YUKON 2000
LINKAGE STUDY ABSTRACT
DISCUSSION PAPER: Housing

The paper deals with housing activity as a basic human requirement in a cold climate, as a major engine of economic growth, and as a significant element of the overall Yukon economy. The eight related topic areas are:

The market: Current Yukon rents and vacancy rates are discussed, as well as residential real estate affordability in relation to income level.

Projecting the 15 year need: Numbers and types of housing units that will be needed in various communities are estimated.

Major concerns and issues over the next 15 years: Quantities and quality of housing units are considered in light of the territory's ability to produce the required housing. Recommendations are made as to the kinds of information that will be needed in the future to achieve a managed approach to the situation.

Creative solutions to housing issues: Central to the paper, discussion of some of the broad housing alternatives open to the Yukon includes: homeownership as a key to community self-reliance and control, and to reduction of reliance on outside forces; the potential for housing building cooperatives; the role of super-insulation and renewable energy in promoting home ownership; and the potential to lower capital and operating costs through increasing residential density.

Alternate financing techniques: Existing and potential roles of a variety of financing institutions are discussed.

Associated business development: Employment generated in housing capital construction and maintenance, the potential for suppliers and for small scale housing component pre-fabrication plants are discussed.

Yukon materials in housing: The appropriateness of frame construction for low-medium density residential development is covered, as well as the potential for Yukon harvestable timber and import substitution for both material and fuel.

Alternative Private/Public roles: The potential for private and public sector assistance in the provision of quality housing is discussed, and the suggestion of a balanced effort in housing is discussed.

TreeLine Planners and Roofraisers

YUKON 2000

LINKAGE STUDY ABSTRACT

DISCUSSION PAPER: Participation by Youth, Seniors, and the Disabled

This paper will provide:

factual information about the current level of participation of youth, seniors, and the disabled in the economy of the Yukon;
a discussion of reasonable and salient objectives and strategies for improved participation of these groups; and
a discussion of the costs and benefits of increased participation of the above groups in the economy.

Although important commonalities between the groups are highlighted throughout the paper, each of the target groups is discussed separately.

The paper focusses mainly on the employability of youth and the disabled, and more specifically to barriers they face, both in obtaining and maintaining employment. Related issues such as access to training and income inequality are also addressed.

Benefits derived from the participation of seniors in the community, including psychosocial and economic benefits, are discussed.

For all three target groups, the paper addresses the initiatives required in both the public and private sectors to ensure increases in both the level of participation and the quality of participation in the Yukon economy.

NUM Services

YUKON 2000
LINKAGE STUDY ABSTRACT
DISCUSSION PAPER: Diversification

Characteristics of a diversified economy include:

- a variety of industrial sectors, exports, and markets;
- locally oriented products;
- non-market activities;
- business ownership;
- alternative credit sources;
- large and small manufacturing plants;
- varied seasonal work;
- varied geographic locations;
- a mixed resource base; and
- a varied technological base of production.

While researchers have yet to develop a satisfactory indicator of diversification, case studies of regional economies indicate that diversified economies are generally more predictable, creative, resilient, fair, responsive, productive, and independent, and offer more occupational and locational choice, than highly specialized economies. To the extent the Yukon economy is diversified, the Yukon will likely benefit in these ways as well.

Potential benefits from diversification of the Yukon economy include increases in economic stability, productivity, predictability and independence; increases in equity and opportunity; and increases in options and approaches to work.

Measures which governments at all levels could take to enhance a diversified Yukon economy fall under the headings of:

- diversifying the export-oriented sector,
- strengthening and diversifying the local market economy,
- maintaining the strength of the non-market economy,
- diversifying the structure of the economy,
- expanding the size of the economy, and
- orienting planning towards diversification.

The diversified resource base and culture of the Yukon provide particular opportunities to maintain and enhance the diversification of the economy.

Canserib Enterprises Limited

YUKON 2000
LINKAGE STUDY ABSTRACT
DISCUSSION PAPER: Transportation

The report reviews the historical role of transportation in the territory, outlines the major current issues of the highway and air transportation systems, and attempts to define where transportation fits into a linkage role in support of the achievement of sectoral goals.

The major current transportation issues in the Yukon have been articulated on two levels. First, the issues specific to each mode are identified. In the case of highway transportation, the six major issues outlined are:

- cost
- diversity of highway standards
- environmental considerations
- complexity of management/funding
- conflicting demands
- lack of policy on the provision of highways

For the air transportation system, the pressing modal specific issues which have been identified are:

- complexity of management and funding
- lack of navigational aids
- limited financial resources
- lack of uniform standards
- lack of system integration
- expiration of the Arctic Air Facilities Policy

Secondly, in addition to the modal specific issues, three "institutional" issues are identified separately for discussion. these include regulatory reform (deregulation), devolution, and the need to harmonize the Yukon's transportation system with other jurisdictions.

Following the brief discussion of the specific modal and institutional issues, the report examines the process of how Yukoners could proceed to effectively utilize transportation as an instrument or linkage in supporting the achievement of sectoral goals for economic development.

Sypher:Mueller International

YUKON 2000
LINKAGE STUDY ABSTRACT
DISCUSSION PAPER: Resource Management

The Yukon economy and way of life has historically relied heavily on mineral development. However, recent growth in tourism, the development of renewable resource-based industries and agriculture, and the burgeoning of a variety of service businesses, are leading to greater diversity and, consequently, stability in the Yukon economy.

This paper looks at the potential of these developments in the Yukon from the perspective: how can the Yukon develop and manage its renewable and non-renewable resources to best meet the needs and aspirations of Yukoners?

In most situations, resource management involves deciding how to deal with competing resource uses; for example, too many users of a given resource, different uses of the same resource that conflict, or even different uses of different resources that are incompatible. To be efficient and effective, management must set priorities among different resource user groups. The paper discusses how to set priorities, suggesting ten principles for doing so in the Yukon.

In addition to setting priorities, resource managers must be able to deal with the conflicts that will inevitably occur between resource uses. The Yukon is not without its share of conflicting users, resulting in conflicts over land use and tenure involving mining, agriculture, game outfitters, and park establishment; conflicts between placer mining and fisheries; and jurisdictional issues between the federal government, territorial government and Indian groups are some of the issues that are examined in the paper.

Conflicts arise in large part out of what economists call "externalities" - the impacts or side-effects that one resource use can have on other public values. These impacts can be environmental - as in the destruction of wildlife habitat; economic - as in the prevention of mineral exploration; or social - as in the disruption of lifestyles or loss of employment. Managing externalities and resolving conflicts are differing ways of looking at the same problem, and therefore, involve many of the same methods. Several of these methods are examined for their success in dealing with conflicts in Yukon in the past, and alternatives suggested for dealing with them in the future.

Andrew Thomas, of Fraser Gifford

OPTIONS FOR THE FUTURE

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YUKON 2000
LINKAGE STUDY ABSTRACT
DISCUSSION PAPER: Participation of Women in the Economy

Sound economic development for the Yukon must be based on a strategy that ensures that all Yukon people can contribute to their fullest potential. Women, and women's concerns, have too often been seen as a 'social problem' rather than a valuable human resource that can contribute for the benefit of all Yukoners.

The wage gap between earnings of women and men persists. Women still experience occupational segregation into generally low-paying job ghettos. Women's efforts to move into higher-paying non-traditional jobs, that have in the past been occupied by men, have not been particularly successful.

There are many barriers to full participation of women in the Yukon economy. Support systems that allow women to combine paid employment with family responsibilities are woefully lacking. As well, there is systematic discrimination against women, who are forced to try and fit into a system that was designed for male workers with wives at home to care for them and their children. Women have serious problems in obtaining access to the kind of training they need. However, even if these problems could all be solved, there would still be inequalities for women in the work force.

Society could benefit immeasurably from helping women to achieve their full economic potential. Some benefits would be hard to measure in dollar terms. Other benefits would be quite tangible, including increased consumer spending, which would in turn create more jobs, especially if women were paid fairly for the work they do.

If the Yukon is to achieve the goal of greater equality of opportunity for women, and greater equity in terms of their economic participation, strategies must be focussed on four main objectives:

- 1) access to employment: barriers to job entry and advancement, training and educational opportunities must be addressed;
- 2) improvement in income - both pay and pensions must be dealt with;
- 3) support services must be available;
- 4) women must be integrated into economic development strategies.

The Yukon has a great opportunity to ensure both the full potential and participation of women within the Yukon economy.

Monica Townsen

YUKON 2000
LINKAGE STUDY ABSTRACT
DISCUSSION PAPER: Participation of Indians in the Economy

The paper will address Indian participation in the economy through discussion of the following topics:

Historical observation: Indians have historically not played a major role in industrial economy, but rather been involved in activities such as harvesting and subsistence.

Participation in the economy: Over the past 10 years, improvements in income and employment levels have occurred, yet a considerable gap in wages, family income and employment still exists. Indians are underrepresented in key sectors of the economy.

Limits on participation: Some of the limits on participation are self-imposed due to a specific cultural orientation which does not encourage mobility, but rather encourages Indian people to remain in communities which are not economically viable. Other limits include lack of education and social problems.

Indian aspirations: Land claims positions, and major Native statements are cited. The desire for opportunities for more involvement and influence over the economy, and the need to protect harvesting and subsistence options are discussed.

Government initiatives: Involvement of Native groups in major federal and joint federal/territorial programs is discussed.

Effectiveness of government programs: The criteria used to assess program effectiveness are discussed. Problems associated with the need to provide professional assistance to Indian people in order to access government programs, and the competing objectives of government in introducing programs are discussed.

Encouragement of native participation: A variety of options are presented. The fact that there are no simple solutions is emphasized.

Dr. Kenneth Coates