

# YUKON DEVELOPMENT STRATEGY

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## DAWSON CONFERENCE REPORT

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Y U K O N · 2 0 0 0

*Building the Future*

**Yukon**  
Government

## MINISTER'S MESSAGE

December 9, 1987

In this report you will find the results of October's YUKON 2000 conference. In addition to providing you with a record of the two-day meeting in Dawson, these results have been forwarded to government departments and other interested parties.

In order to keep this report short and get it out quickly, the information sessions on the economy and decision making processes have not been included. This report covers what you said to us. However, if you, or your group, want summaries of the presentations, the Department of Economic Development: Mines and Small Business will be pleased to provide them.

We have noted, but not included, the half dozen general comments made Saturday during the session on The Things That Matter. They will be considered along with the detailed submissions we received during the month following the conference.

As promised at the conference, work on the Strategy is proceeding in all territorial government departments. The government is aiming to have a draft for cabinet review early in the new year.

On the Dawson meeting itself, the content of this report shows the weekend was fruitful for both the government and delegates. Your advice certainly will be valuable as we implement YUKON 2000. Thank you, again, for making it a success.

Tony Penikett,  
Government Leader

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## ABOUT THIS REPORT

The YUKON 2000 process brought together about 120 people in October to discuss economic development in the territory.

The meeting was billed as the last major get-together of Yukoners before the government pulls together 18-months of community consultation into a made-in-Yukon development strategy.

One goal was to review and comment on work done to that point. More importantly, the conference explored ways to implement the strategy. The Dawson conference is now behind us. The government has received several submissions on to The Things That Matter. Government's response is nearing completion. The Yukon Development Strategy is taking shape.

This report contains summaries of the natural, human, and financial resources workshops and the detailed points as recorded by YUKON 2000 staff. The summaries are printed in bold type and were written after the conference. They capture the essence of the various topics to allow for a quick read or summary. The ordinary typing, the sections preceded by a star (\*), are the major points from one or more of the workshop groups. They are intended to be comprehensive for more detailed study and use.

No significance should be attached to the order which items appear. They have not been presented in order of priority and the points may not have the agreement of all delegates. Therefore some statements will contradict others.

Sunday morning's discussion on implementation has been transcribed to better reflect and capture what the speakers said during this plenary session.

NATURAL RESOURCES SUMMARY

How decisions should be made on the use of natural resources, factors which should be considered in the decision making process, and the priorities for development dominated discussion in this workshop.

In general, the groups identified aboriginal land claims and federal program transfers to the territory as the top priorities to ensure greater certainty and control of resources.

On land claims, it was noted that the aboriginal claim need not hold up discussion of the decision making processes needed for development. Implementing the aboriginal claim and implementing a territorial strategy are parallel and complementary events. Support for the Yukon Indian land claim and a recognition that the structures identified in the claims process can be incorporated into the territorial development strategy, would speed implementation of the Strategy.

On program transfers and division of responsibility between the territorial and federal governments, delegates restated the need and desire for local control -- decisions being made in the Yukon by Yukoners.

As for the preference for decision making processes, the workshops discussed several models. But a territorial board with a set of regional or local committees was the most popular amongst participants.

However, whether it be a territorial board or a local board, informed and broad public participation should be the goal for all bodies. Most groups want representative boards -- boards with an appropriate cross section of the population.

Several groups stressed the importance of decision makers following the advice given to them so the public process and the boards' activities remain relevant. Though in the end, government should take the ultimate responsibility for decisions rather than devolving final power to a board. In other words, the elected members should remain accountable by listening to the people who elected them, acting on what they've heard and, at election time, facing the consequences of those actions.

Planning is one area which remains at issue. There is ongoing concern that planning tools such as zoning will eliminate and restrict certain economic activities. On the other hand, planning was cited as an element of what some might call "legal certainty." The key seemed to be to make sound planning decisions at the outset through a public process to reduce conflicts but remain flexible so other options can be considered in the future.

NATURAL RESOURCES WORKSHOP DETAILED RESULTS

THE DECISION MAKING PROCESS

Four styles of decision making options were presented to the groups for discussion. Another, consensus decision making, was added by at least one group, although other groups touched on the concept. Another group wanted a cooperative approach added to the list. The original four methods for discussion included: unilateral, legislative, delegated, and consultative decision making. Consensus for the one group, was seen as a process of decision making where a final decision might not always be reached. Or alternatively, not everyone would have the same outcome in mind but through consensus nonetheless come to an agreed course of action. A consultative process, which may or may not include consensus, held the edge as the preferred method of decision making.

How decisions are made

\*A cooperative approach would involve joint ventures or actions with other groups and should be added to the four basic processes.

\*A blend of all types of decision making processes could work because they are not mutually exclusive.

\*In order for effective decision making to take place, participants will have to take the responsibility seriously and "do their homework." On the other hand, the government should not overload groups with responsibilities and expectations either.

\*The decision making process should be a form of consultation. We need a process which ensures less powerful persons have a say.

\*Consensus should be used only for large and controversial projects, when the outcome of achieving consensus warrants the cost of getting it. Broad policy decisions, for example, may need consensus.

\*With groups trying to access and use the same land and water resources, a consultative method is preferred. But time constraints should be built into the consultative process.

\*Whichever process is adopted, the ground rules must be laid out clearly in advance and the process must be one which leaves a sense of fair treatment for participants. It should not exploit any one group.

Who makes decisions

\* Any consultative process should ensure the Indian community is involved in an active and informed way.

\*The government should choose groups to sit on boards and then the groups should be able to choose their own delegates.

\*Independent research and review may be desirable as part of a decision-making process but this should not exclude funding for interventions by affected groups.

\*In a long consultative process, a point may come when some leadership is needed to bring about a decision or some resolution of the process.

\*The process should be as open as possible so more experienced interest groups don't get the inside edge by knowing the system better than others.

\* A unilateral decision-making process is one which leaves itself open to interest group domination, or, important information being ignored or neglected.

\*At the very least, groups affected by decisions should be involved from inception through to completion.

\*Public consultation places a huge responsibility on decision makers: to act on the results and, during implementation, decide which applications comply with the process and which need special consideration.

Ways of making decisions

\*One group suggested the following could be a model for decision-making. First, the community gives its input on a general policy for development which will guide government on which types of development to be pursued. Once basic and very general decisions are reached, then narrow or more specific decision-making could be conducted at a more local level. The government may delegate decisions to either the regional or sub-regional level. However, government may again become involved if there is dissatisfaction with the local decision as an element of an appeal process.

A refinement of this general scheme yielded a model which had a resource board with representation from all resource users. The board would act as an arbitrator or policy implementer. At the regional level there would be a system of regional resource committees. Decisions made locally would have to meet overall goals. The final decision however would rest with the territorial government. This makes the boards and committees advisory in nature and therefore should be both representative of the population and have expert advice from people in resource areas. The board also should be

required to consult with the public. The experts should be advisory to the board and not hold any of the seats. Other groups also talked about a single, territory-wide board with sub-boards. Some called it a "super-committee" or something similar.

\*A few delegates, however, favoured "project specific" committees with a sunset clause built into their mandates.

\*Face to face dealing with the issues is preferred compared to dealing through the press where certain points, often areas of disagreement, are emphasized.

\*The "Meech Lake style of consultation" -- after the fact -- is not consultation.

### DECISION MAKING FACTORS

Regardless of how decisions are made or who makes them, decision makers need to consider a number of factors. Furthermore, if public participation is to remain pertinent, the public should be aware of what factors the decision makers are using in the process. The factors which could be used by decision makers are listed after some general points made on factors.

#### General points

\*People should be informed of the factors being considered in any decision-making process and the consequences of using them before the formal consultation process on a project begins. Actively seeking out input from those affected could be an element of this process.

\*Decision making models should suit the factors under consideration for a given project.

\*Ensuring sustainable yields from renewable resources should be a factor in the decision-making processes for both renewable and non-renewable resource activities.

\*Historical use of land should not necessarily be the sole determining factor for resource use.

\*Long range goals must be made before any decision making can take place on specific issues.

\*Decision making should be made in advance of activities so decision makers can shape rather than react to the situation.

\*A balance must be found between the renewable and non-renewable sectors.

Specific decision making factors

\*Land claims.

\*Consultation -- everyone must be heard. The complexity of decisions and the skill levels of people making and affected by decisions needs to be considered.

\*The human resources available -- their numbers and skills.

\*The direct environmental and ecological impacts on land and water resources.

\*Timing and the term (length) of the project and the effects of delaying a project.

\*Secondary impacts, both positive and negative, including those on other sectors, on people, on our cultures, and on natural patterns of life such as migration routes.

\*Available information. The idea here is to avoid duplicating research which can delay projects.

\*Competing interests for land and water. Who owns the land and those who have other rights to the land need to be considered.

\*Economic and social benefits and costs, and when the costs and benefits will be realized -- getting the greatest good for the greatest number.

\*Markets -- the effect of labour, capital, and increasing these costs through time.

\*Priority of this project over others.

\*International and national implications.

\*The need for a monitoring body or agency. This can affect both cost, benefits and accountability.

**DECISION MAKING BODIES**

Some person or some group has to advise or make the necessary decisions to ensure resources are used in a way that is consistent with the goals and principles we have decided we can live with. A territory wide board with a substructure of regional committees became the focus of discussion for several groups. A section on boards follows the points made here on other types of decision-making bodies and methods.

\*Government should be ultimately responsible for making decisions and must live with the consequences. They are the ones who are accountable to the taxpayers. Government can delegate authority but they cannot delegate responsibility. Even with a high degree of public input, the public expects decision-making to reside with government ultimately. The inherent problem here is expectations and cost. The public may be involved right to the final decision and then not get what they want. It's not possible to always accommodate every group all the time.

\*Decision making bodies should have a wide membership. The parties with the most to gain or lose over an issue should be included directly in the process. For example, if the Salmon fishery is a high priority for Indians, then they should have lots of people on a board dealing with that industry. So board memberships will vary according to the resources in question.

\*We could make better use of the committees currently in place by allowing them to increased power and responsibility beyond their current advisory role.

\*Decision makers should be careful that when choosing one method or another they are aware of the biases each method can include.

\*The scope of the project, for example how local it is, should determine the type of decision-making body. A local project should have a process that is very local.

\*Devolution of responsibility should be flowing from Ottawa to the Yukon so the Government of the Yukon can delegate its authority as it sees fit. Resource transfers should be a high priority so Yukoners can be the "resource managers" as much as possible.

## BOARDS

The idea of a natural resource development and conservation board to make recommendations or decisions on resource use was widely discussed as one decision making model. The idea garnered a mixed reaction -- support and disfavour. Even those supporting the idea said a board's powers and duties must be well defined to avoid frustration for participants and they said getting public input should be a board responsibility.

### For

\*Boards can accommodate a variety of decision-making processes -- it can play a part in any of the ones outlined at the conference.

\*A board's power depends on its "operational guidelines" but consultation with the public should always be a feature. Absolute power for a board to make decisions is unlikely given that power usually rests with cabinet or the minister.

\*Appointed boards can still be held accountable to the public.

\*A board's function, whether it be advisory or regulatory, has to be clear to the board and the public.

#### Against

\*Elected boards may not carry the views of special interest groups which need to be represented.

\*There is some fear that elected boards may become another level of government which may become a problem.

#### Cautions

\*Appointing a board eliminates a problem which may occur during an election -- having it turn into a popularity contest.

\*Politicians fear boards unless they are only advisory. The input from advisory boards may be ignored and therefore make them ineffective bodies.

\*Boards can become political tools of the minister. They should remain objective bodies which are not aligned with political interests.

#### **LAND CLAIMS**

Land claims must be a first priority before structures talked about for implementation will make sense and work. This was an overwhelming priority for the overall Yukon economy. But the same delegates felt non-Native society has yet to realize the role and potential role of Indians in development. Indians consider themselves to be Yukoners and often share similar goals to non-Natives for development. This, combined with the historical and legal right to land in the territory, underscores the need to make sure Indian people are included in any decision-making processes. At the same time, there also needs to be recognition that there is a distinct Indian economy which operates differently than the non-Native economy. Land claims will further define the Indian economy and how the two economies interact.

\*Land claims need to be settled so some certainty can occur for both non-Indian and Indian economic development.

\*The aboriginal land claim need not hold up discussion of the decision-making processes needed for territorial development. Some new structures evolving through land claims may fit into the strategy.

\*Aboriginal people want a clear decision on what land they own and they want input on surrounding lands.

\*Consultation should begin at the community level on the economic relevance of land claims before final decisions are reached and implementation of the Yukon Development Strategy and the Land Claims Agreement begins.

## PLANNING

Two views were present on the subject of land use planning: to plan in general or make land use decisions on a project by project basis. General land use planning held the greatest support.

### For

\*Land users need legal certainty through policy and legislation which will ensure stability, consistency, and clarity of rules.

\*Land use planning should be as open as possible so all affected groups are aware and informed of the issues.

\*Bands and communities should get dollars to look at land resource development in their own areas. This would give them a chance to "turn around" decisions on land use in a reasonable 30-day time frame.

### Against

\*Planning involves taking inventories so uses can be attached to different regions or areas. But inventories for resources like minerals cannot be made before exploration. Therefore, land use planning or allocation can not be done with complete knowledge of all the factors. The result is planning or zoning can restrict development in mining and other industries.

## OTHER RESOURCE COMMENTS

\*Energy should be a priority as it is the basis for much economic and social activity.

HUMAN RESOURCES SUMMARY

Not every Yukoner has a job, and every Yukoner should have the opportunity to find a job. These two points were observed and accepted by delegates generally.

But to the groups discussing the subject of how best to use human resources for economic development, the subjects of training and education turned out to be the top priority.

Without training and education, job creation will only temporarily alleviate statistics on unemployment.

More specifically, training and education must match the needs of the territory. Groups said while some training courses exist, Yukoners who take them often can't find work in that field. "The education and training system must match the goals of the territory and match the work available here," noted one group. "Training should result in a job," said another.

Ideally, cooperative training programs run by employers and the college were suggested as solutions.

Teaching children when they are young and in high school more about trades, or introducing girls to non-traditional work, were other suggestions made in the area of education.

On job creation, only one group identified it as the first priority, while others said it must be treated as an issue within the larger social and economic context. Specifically, job creation was seen as a tool for Indians, women, youth and the disabled, to use in gaining a foothold in the economy.

A common view on who holds the responsibility for creating employment was not reached. Some said it is exclusively the responsibility of the private sector, and some said it is up to the government. Middle ground was found with the suggestion certain programs are best run cooperatively.

Job creation rates high for those who work in seasonal occupations and otherwise support themselves with subsistence activities. Since many people in the Yukon don't participate in the full-time wage economy, creating off-season work to suit them will result in a more flexible situation for all Yukoners in the wage market.

Short-term or periodic work which allows flexibility is just one example of how employment programs should be oriented to long-term economic and community goals. There were others.

As at previous conferences, a strong Yukon-hire theme emerged, both for individual work and for contract awarding. This time it extended to the area of education too. Many participants said they want to see Yukoners being educated to take jobs in the Yukon.

A call for decentralization was heard in order to help the outlying communities with their economic and unemployment problems. They were felt to be more severe in the communities than in the Whitehorse economy.

HUMAN RESOURCES WORKSHOP DETAILS

JOB CREATION

Discussion of this topic yielded a mixed response, mainly because definitions of job creation differed. Some felt job creation is unproductive when it doesn't create "real" or "lasting" jobs. It is often synonymous with meaningless work. To others the creation of jobs is simply a spin-off coming from the creation of other opportunities. In summary, putting Yukoners to work doing meaningful tasks is important for the economy and for Yukon society.

For

- \*Job creation is the most important priority economically, but economic development goes hand in hand with social development.
- \*People need a secure source of income but it must be through work which is meaningful to them.
- \*Job creation is often the first step in motivating youth to learn skills and find full-time employment.

Against

- \*Job creation on its own is a band-aid solution; training is most important.
- \*Job creation has little to do with job satisfaction. Having a job is only one concern for workers. They also want jobs which suit their skills and personal ambitions. Working conditions, like safety and security, also should be considered with job creation programs.

TYPES OF JOBS

The basics, such as good wages to afford food and shelter, are important factors when deciding which types of jobs to create. Other criteria include making work useful and productive. The groups agreed job creation for the sake of making a dent in unemployment statistics isn't a solution. Groups said needs of disadvantaged groups can be met in job creation, and many said programs can be used to accommodate a more flexible approach to work.

Criteria

- \*Jobs must be useful or else they are a waste of money.
- \*The jobs must provide people with training and skills they otherwise couldn't access.
- \*Create jobs which possibly lead to a career.

Kind of Work:

\*Long-term jobs should be provided.

\*People consider work in a very structured time frame, daily from 9 to 5 with an annual vacation, but employment in Yukon doesn't always work that way. Create short-term work, and jobs to supplement seasonal employment or subsistence activity to better synchronize the wage economy and the non-wage economy.

Needs met

\*Meet special needs of women, youth, the disabled and Indians through job creation. Reasons for so few women holding non-traditional jobs must be examined further.

\*Economic inequalities between men and women can be resolved through job creation programs.

\*The area of youth unemployment must be examined to discover job needs.

\*Use job creation in the off-season so Indian people can supplement their subsistence activities. Subsistence activity is often not viewed as real employment.

\*Positive attitude changes towards the disabled and the other minorities should be encouraged through work activities.

**UNEMPLOYMENT**

The general consensus seemed to be that there are no acceptable levels of unemployment, but at the same time all agreed that unemployment will always be with us no matter what measures are taken.

\*Ideally there is no acceptable level of unemployment; one per cent is too much.

\*An abundance of jobs means people have options and the ability to upgrade their quality of life.

\*Chronically unemployed people need help.

\*Unemployment in the Yukon context is unique and the statistics often misleading because many unemployed people voluntarily choose unemployment, seasonal employment or subsistence lifestyle. These choices must be considered too.

## APPROPRIATE ROLES AND RESPONSIBILITIES

Everyone agrees job creation is a priority. The disagreement comes in defining whether it is solely the government's task to create employment, or solely the private sector's, or if it is shared. Similar arguments apply to the issue of training. In the end, some common ground was reached on the need for balance between government and the private sector activity. A different view on this issue was taken with regard to communities where more government support for job creation was seen as a necessity.

### The private sector

\*Some felt job creation is the responsibility of the private sector but others noted in the private sector cost minimizing and lack of funds for training constrain the private sector's ability to create enough jobs.

\*Only industry can decide on the qualifications needed for skilled people in the trades. For example, the outfitting industry should set rules for mandatory testing with territorial or federal approval.

\*The private sector is unfamiliar with methods of hiring trainees.

### Government

\*Use government incentives to encourage the private sector to create jobs.

\*Government should be a catalyst for private industry by providing resources, such as training, in response to community job creation goals.

\*Government should promote the value of Yukon-hire to the private sector.

\*Government projects can be planned strategically to lessen the effects of economic downturns.

\*The government should increase the availability of part-time employment and promote job-sharing opportunities.

\*Further research should be done by the government to determine how employers can accommodate private sector employees in job-sharing programs.

### Communities

\*Government should give extra support to communities.

\*The aid of the Association of Yukon Communities (AYC) should be enlisted since it is in touch with the territory economically and socially.

\*The Yukon Economic Council should be used to determine long-term costs of decentralization.

\*Communities should be encouraged, with government support, to assess their own tourist potential in order to better develop their own tourism industries.

### Training

\*Training is one responsibility of the private sector but the government and the employer should share the cost of training the workforce.

\*Government should help industry devise guidelines for training.

\*Yukon College and industry should work together on training course content.

\*Grants from the government or the Canada Employment and Immigration Commission should be made available and used to train people in junior positions.

\*The cost-sharing training system needs to remain flexible.

### **TRAINING AND EDUCATION**

Training and education. The two came up again and again in the context of job creation. Although there were many varied opinions on how the two should be applied, they were nevertheless deemed vital in creating employment in the Yukon. One group pointed out the number of people immigrating to the territory to take available jobs here proves Yukoners don't have the skills to take the jobs themselves. The discussions also yielded some criticism, as well as suggested solutions, to the current Yukon education system and how it trains people for the working world.

### Training needs

\*Although training program planners try to account for the "ups and downs" in the economy, the college administration should make a better effort to meet local community, industry and labour market needs.

\*When large projects or major developments are contemplated, training needs and skills development should also be considered.

\*Focus training on areas where the Yukon is losing business opportunities.

\*On-the-job training and cooperative employment should be used.

\*A cooperative education and training, or work study program, is required.

\*Increase the number of entry level trainees, to shorten the one year wait for youth who want to take training courses.

\*Childcare is an essential component of employment training and therefore should be provided.

\*Where numbers warrant, attract students here from other parts of Canada for summer employment. An opposing view here is that Yukoners should get preference over those from other areas.

\*There should be a guarantee of return on the money spent to train people. This may involve allowing only Yukon residents to be trained or requiring them to live here after completing their training.

\*Increase funding for training people here rather than sending them elsewhere.

\*Provision should be made to have skill holders pass knowledge on to community members so a gap is not created if the person leaves the community.

#### Education needs

\*Education is necessary and education in itself -- academic courses at high school and at college -- must be recognized as an asset along with the "skill acquiring process."

\*Ordinary educational standards may not meet the Yukon's needs. Methods must be devised to define a Yukon standard.

\*Poorly subscribed courses may mean barriers exist for the unemployed who want to take them rather than low interest in taking them.

\*More advanced notice is needed for courses which will be offered.

\*There is inadequate funding for staffing and program development in the educational system.

\*Government should give priority in fostering highly-qualified educational and vocational trainers who have cross-cultural knowledge.

\*Communities should have more say in picking teachers and principals since they have greater knowledge of their own areas.

In high school

\*More job training is needed at the high school level.

\*Non-traditional jobs for women should be better promoted at the high school level.

Types of training

\*Yukon industry must develop export markets to grow and create jobs. Offer training in marketing skills.

\*Train people to be employers and employees. For example, those with training in the trades should also be invited to learn employer and business skills.

\*Childcare training courses should be made available at Yukon college.

\*Encourage people to be multi-skilled -- knowledge of how to do carpentry and electrical work, for example.

\*Increasing the number of apprenticeships could reduce the quality of training.

\*Indian apprenticeship programs have some problems but need encouragement to produce a pool of skilled workers.

**HOW TO CREATE JOBS**

The methods of creating jobs are many, as this discussion proved. But one common theme emerged and was expressed in one sentence by a group participant: "We must make use of what we have". Each group was in favour of awarding contracts to Yukoners. The groups also examined job creation in a larger context: does the support system which is needed to create jobs exist?

Local resources

\*Local hire must be the priority to keep money within the community. Government incentives might be used.

\*More research is necessary to prove to businesses it is better to hire locally because it costs less.

\*Extend local hire requirements to government contract recipients.

\*Giving preference to Yukon contractors as well as consultants ensures profits stay in the community.

However, awarding preferentially means a potential lowering of expertise.

\*There must be long-term development of Yukoners' skills.

\*Train Yukoners who come close to qualifying for work rather than hiring people from out of the territory.

#### Planning needs

\*Care has not been taken in the creation of short term jobs. Better direction is needed.

\*Red tape prevents Yukon businesses from creating jobs.

\*Examine potential new Yukon businesses to determine if they have long-term potential.

\*Better financial and resource planning is required.

\*Emphasis should be placed on bringing in labour-extensive industries, some groups said while others advocated an increase in labour-intensive types of employment.

\*Yukon industries should be developed to meet available labour resources.

#### Infrastructure

\*Childcare must be put into an economic context and not just a social context. It must be provided.

\*Provision of better support services, such as recruitment programs, should be a priority.

#### Youth, Disabled, Elderly

\*Increase the pay for young people.

\*Stop "ghettoizing" young people by having them take only certain types of jobs and only paying minimum wages.

\*Provide job counselling for young people, seniors, and disabled people.

#### Job ideas

\*"Make work" projects are at times required.

\*Some people felt we should encourage one or two mega-projects to create employment while others supported job creation in areas like handicrafts, small business and cottage industries.

\*Explore the concept of job-sharing more fully, especially for women with children.

\*The idea of creating a tax credit for volunteerism should be researched and encouraged.

## THE COMMUNITIES

The economies in small communities were treated as an almost entirely separate issue from the Whitehorse economy. Rural communities are viewed as needing extra help and different approaches because they do not have the same self-supporting structure which exists in the Whitehorse economy.

### Job creation issues

\*The number one priority for rural places is not job creation, but community development.

\*"Community development" needs further defining.

\*Communities should determine the need for jobs, to the point where job creation funding is spent directly by the community administration.

\*Social benefits to the community must be considered when capital is infused.

\*Job creation must be based on the need for the services it offers.

\*Creating work in a small community economy is responsible for a boom and bust effect.

\*An aspect of life in small communities is that work for trainees isn't always available.

\*Encourage the idea of community jack-of-all-trades people.

### Indian employment

\*Indian people's needs must be determined with wisdom and Indian people need to take economic control themselves.

\*Cross-cultural training for everyone is necessary. Indian people don't get challenging jobs because non-Indians don't always recognize skill levels.

\*Yukon teachers in small communities should be aware of communities' needs.

\*Help young Indians coming on the job market to find suitable employment.

Decentralization

\*Decentralization from Whitehorse to the outlying communities should be examined, especially in areas of business and tourism. Although expensive, it provides economic and social benefits to the communities.

\*The advantages of specific areas should be exploited. An example is Ross River which is taking advantage of nearby mines to promote development.

\*Create jobs in winter when they are needed.

Some ideas

\*Capital expenditures should take place during economic downturns.

\*Build a Yukon museum with a branch in each community to tell the different stories and histories of the Yukon.

\*Consult with communities to assess possible tourism opportunities.

\*Communities need to examine where money is leaving their area, how to stop the outflow and if it can be brought back in.

\*Job training is needed specifically for communities. Use satellite training, distance education, and mobile units.

\*Encourage skilled help to live in the communities.

\*Communications is vital to people living in outlying communities so they have the opportunity to discuss job creation policy. Suggestions include using workshops or cable television to improve contact.

FINANCIAL RESOURCES SUMMARY

When it comes to managing Yukon's financial resources, an often asked question is how much government there should be. Should it participate directly, or sit on the sidelines and provide support where necessary?

The subject of grants and loans took up much discussion time amongst groups in the financial resources workshop because they are common examples of government's direct participation in the economy.

In summary, it was generally felt that grants should be used mainly for non-profit groups and the government should not generally be involved in the private sector when businesses are competitive and self-sustaining. Some justification for government grants to business were noted however.

Loans, as an aid to business were treated more generously. They were seen as positive because they can help fund high-risk business or stimulate new business.

But government is not the only financial player in the economy. There was much discussion about dealing with banks. The chief complaint was that they are conservative and unwilling to lend money because the Yukon is perceived by head offices in the south to be too risky.

Despite the many areas where the government could provide assistance (helping businesses prepare loan applications or lobbying banks), there was a distinct feeling of helplessness when it came to the subject of influencing decision-making by banks. While the government could, as a customer, use its vast funds to sway banking policy, most felt banks are institutions which can't be touched. Careful preparation is the only defense, one workshop participant suggested.

This tied to suggestions for indirect government participation. Amongst them, a detailed economic study could be prepared to show the Yukon is a sound place to invest. Venture capital pools were another popular suggestion, with government facilitating them through tax concessions. Increased business education was yet another suggested solution.

Improvements were suggested so the Business Development Office could better assist business development.

Overall, the participants want development of financial resources so the economy can run smoothly on its own. However, government assistance, under conditions which do not distort competition between businesses, is acceptable.

FINANCIAL RESOURCES WORKSHOP DETAILS

LOANS AND GRANTS

In summary, the groups agreed that loans and grants must be treated differently. But beyond that a wide range of views existed on when, and when not, to use them. The concept of financial accountability - how responsible government is in spending - flowed from any discussion of grants versus loans. "Accountability is a political process," said one group, because the government has to gain the public's confidence when it comes to determining the level of accountability. Using Business Development Officers to monitor government-aided projects was suggested as one way of ensuring government dollars are spent responsibly. Also, allowing Yukoners to become more involved in the allocation of money would serve to increase accountability.

For grants

\*If the government participates as a shareholder in a firm, it becomes more responsible to taxpayers.

\*Grants are good for non-profit organizations.

\*Grants are cheaper to administer than loans.

\*They are necessary in attracting new business.

\*Justification for grants should be tied to the public benefit that the new business provides. For example, if agricultural ventures are found to be in the public interest, then they should be eligible for grants.

\*Indian people should get grants so they can gain an equal footing with other businesses that have received grants in the past.

\*If the amount of grant money is reduced, taxes should be reduced also.

\*If the grant is for a multiple-use project (i.e. Roads To Resources) they should be allowed.

Against Grants

\*Some delegates held government funding should never create unfair competition amongst small businesses while others went further saying grants should be discouraged and all loans repaid.

\*Grants should not be given to uneconomical businesses.

\*Grants or loans to high-risk ventures causes bitterness for companies wishing to expand which don't have easy access to money.

\*There is a lack of accountability with grants; steps to improve this condition are needed.

\*The public perception of government grant handling is "bad". This is largely due to an uninformed public.

#### For loans

\*While low interest loans are seen as a necessity for businesses, government should be the "lender of last resort."

\*Some loans should be considered for existing businesses.

\*Government can be involved in higher risk lending.

\*Loans can be used to stimulate business if the market can handle it.

\*Additional loans could be used for projects not covered under current Economic Development Agreements which might provide funds outside of the traditional areas of the economy covered by EDA.

#### Against loans

\*Last-resort lending is often to businesses with a larger chance of failure. Government will be blamed for funding losing propositions.

#### Suggestions:

\*If a company is successful, it should have to repay any contributions received from government. Some delegates liked the idea of revolving funds which give out more support as repayments come in.

\*Government should be involved in the projects from the beginning to ensure viability. But, if monitoring increases there will be less money for programs.

\*Grant decisions should be made by a "group of concerned citizens."

\*Use tax incentives as a form of financial assistance to ensure accountability.

\*Measure accountability by the end product, or by progress resulting from the grant.

\*In place of grants and loans going to business, a method should be devised to help more businesses develop.

\*Create cooperative loan sources in communities.

## GOVERNMENT ROLE

Government interference in the marketplace must be for a good reason. This thought was echoed over and over by many groups. However, there is a role for government. It is to provide the infrastructure to facilitate development. Government also may be required to invest in necessary ventures if there is no private sector uptake.

### Should nots

\*The government should not be doing what the private sector can do.

\*The government should not be responsible for recommending opportunities to businesses.

\*Providing systematic guidance to businesses which use government financial help as a last resort is too costly.

### Infrastructure/Support

\*Firstly, it should be determined if there is a will among Yukoners to escape dependence on government.

\*The government should stop producing certain services and pass them on to the private sector. The problem is government's inability to fully evaluate the cost of providing the service versus private sector alternatives.

\*Information on grant and loan availability and types should be provided.

\*Assistance to business, financial or otherwise, should be related to long-term employment opportunities which are viable.

\*Systematic guidance should go to last resort recipients of government loans or grants, otherwise they are "set up" to fail.

\*Create a citizen's advisory board, using private sector people, to advise government on types of assistance. Confidentiality is recognized as a problem with this suggestion.

\*Government should target assistance to areas needing it.

\*Access to programs should be improved.

\*Study economic problems to see why they exist rather than "throwing money at them."

\*Encourage Yukoners to invest in Yukon.

\*Attract entrepreneurs to the Yukon.

\*Government should bring together people who have ideas with people who have money.

\*Responsibility for hiring economic development officers should be passed on to communities and bands and the officers should report to them.

#### CRITERIA FOR LOANS AND GRANTS

Groups suggested which criteria the government should use in providing loans or grants. They also pointed out difficulties in obtaining information on existing criteria. Improvements to the Business Development Office (BDO) operations were suggested to make its services more accessible. Problems with charter bank criteria were also pointed out, and improvements suggested.

#### Problems

\*There is a lack of understanding of government programs and the criteria for them are not well-defined. Increased public awareness of the Business Development Office's programs and procedures is needed.

\*Business Development Offices and bank managers are in place to assist people but their availability must be communicated better.

\*There are too few BDO officers to make its mandate workable.

\*BDO resources should be quickly streamlined and refocused so its mandate can be met.

\*People need basic information on how to get going in business.

\*The BDO doesn't understand Indian economic problems or the relevant programs Indians require.

\*Government services are "mushrooming," and this is a problem.

#### At the banks

\*The bank's criteria for loans are sound for Vancouver, or other large centres, but they must be tailored to the Yukon's situation.

\*Banks should adopt different criteria to provide more flexibility.

\*The problem with the banks is their inability to provide risk capital whereas individuals and businesses are willing to risk some of their own resources.

\*Banks could help instruct businesses in making applications.

#### Suggestions for improvements

\*Involve bankers and businesses in setting criteria for government loans and grants.

\*Make computer programs and data banks available which list business options by criteria for use through the Business Development Office. Make information available to non-computerized organizations using field staff.

\*Rules for who decides on assistance are needed.

\*Encourage cooperative decision making and consultation of all parties involved.

\*Give more information on criteria to encourage people to develop ideas.

\*Place emphasis on project viability.

\*Create program funding to aid specific problem areas, such as communities.

\*Women, Indians and other disadvantaged groups face restricted access and should be targeted for assistance. Grants may be necessary.

\*Success, in terms of criteria, should mean a self-supporting business which creates employment.

\*Adopt the principle that the business success rate is more important than the number of business starts.

\*Decisions should be made on a uniform basis and not on a first-come, first-served basis.

\*Adopt uniform criteria for short-term programs and case-by-case criteria for long-term programs.

#### **ASSISTING DEVELOPMENT**

Many ideas emerged on how government can provide assistance to private enterprise for economic development activities. Objects standing in the way of success were identified in institutions like banks, and life in the communities.

Primarily, as one group pointed out, there is a need to foster the attitude that small business is important to the Yukon and that building a business takes time and effort.

The government's role

\*Government should take on the role of mediator in bank loan reviews, with the private sector assisting in review.

\*Government should look at loan defaults to see if bankruptcies can be prevented.

\*Provide solid economic research to bank head offices to show which Yukon investments are not major risks.

\*Make representations to change banking procedures.

\*Develop a venture capital pool with government providing low-level interest or incentives which allow write-offs.

\*Protect long term tax concessions to prevent spontaneous withdrawal, as in oil.

\*Provide rural Yukon with government guaranteed assistance programs for money borrowed for businesses or mortgages. Opposing views were given on this subject.

\*Promote cooperatives by hiring persons with expertise to develop this area.

\*Don't overregulate new businesses.

\*Since insurance accounts for much of money leaving the territory, government should find ways to keep it here.

\*Government should use a Treasury Branch to bring financial services to communities.

\*Banking services for communities can cost. We need to know if the cost justifies the benefits which could result.

\*Use government staff, consultants or community people to provide adequate information in communities on business opportunities and how to bring them into being.

\*Economic Development Agreement funding is primarily used by Whitehorse businesses. A review should be undertaken to help communities improve access to those funds.

\*Create government-run alternate lending institutions catering to disadvantaged groups.

\*Offer educational programs at Yukon College to help people learn to understand financial information.

\*Provide business education for children in school. Use groups like Junior Achievement to encourage youth towards careers in business.

#### Private sector solutions

\*Make better use of appraisers and accountants.

\*Small business start-up support such as incubators have promise and should be encouraged.

\*Arrange a lobby group to bring mortgage insurance to communities.

\*Use business people as resources more often.

#### Banking Practices

\*On a local level the banks are confident about loaning money but the head offices think Yukon is a risk.

\*Loans officers should be taught more about the Yukon and senior officers should visit the communities.

\*Banks are inflexible about renegotiating loans so debt review and written documentation should be provided if banks are unwilling to extend loan.

#### **INFLUENCING BANKS**

Drastic measures, like withdrawing all of the government's money from banks, were suggested in discussions on whether banks can be influenced. But the institution itself was deemed, basically, untouchable. "We can't do it, short of nationalizing them," was one comment. However, some actions were suggested.

#### Suggested actions

\*The Yukon government can't dictate how banks should run, but it can manipulate them on the basis of which bank it chooses to do business with.

\*The best offense for achieving success with the banks is doing homework and planning well.

\*Change the policy direction of the Yukon Indian Development Corporation so it can be used instead of banks to help people start small businesses.

\*Yukon can develop its own bank. Opposing views held that the proposition will be too expensive and questioned whether Yukoners could do the job better than the banks.

\*The Federal Business Development Bank, as a competitor of sorts with chartered banks, can affect commercial lending practices. If FBDB is encouraged to take greater risks and does, then others will follow suit to attract business.

COMMENTS ON YUKON 2000 AND THE THINGS THAT MATTER

Several points were made regarding The Things That Matter and the YUKON 2000 process in general.

On The Things That Matter, most groups recognized the need for time to provide further comment on the report -- additions, deletions, and a clearer statement of priorities. On the overall process, several groups held that the Yukon Development Strategy should remain flexible so as conditions change the strategy can be modified or updated. In short, we should not consider any strategy to be "final" for the foreseeable future.

Things That Matter comments

\*Land claims is treated as an issue in The Things That Matter instead of a parallel process which will have economic and social impacts.

\*The Things That Matter report is valuable. The conference should have looked more at specific issues and YUKON 2000 should look at specific issues.

\*The Things That Matter contains some significant conflicts which should be addressed before processes like boards and land claims are implemented.

\*The Report should better explain the priorities for development of renewable and non-renewable resources. Further consideration should be given to the priorities as well.

\*Some special interest groups want more time to respond to The Things That Matter.

\*There is strong consensus that the Report should be used as a guide but at the same time there is recognition that some groups have specific concerns that are not addressed in the Report.

The YUKON 2000 Process

\*The strategy should be put out in draft form before it is implemented. The review could be less formal than earlier YUKON 2000 participation exercises.

\*The government should respond to YUKON 2000 recommendations in the next half year. The territory needs to see results from this process "now."

\*The YUKON 2000 process should be monitored in some way. A periodic review or independent citizen group could be used.

\* A reworking of The Things That Matter is a first priority for gaining a greater measure of consensus.

\*Talk of implementation is premature now. It has left people with the impression that the strategy is complete and only implementation remains.

\*There is consensus that Yukoners want to be involved in the decision making processes which will follow The Things That Matter. But elected decision makers will have to take responsibility since we can't go to the people every time a decision has to be made.

\*The "final" strategy should be one which is flexible enough to evolve through an ongoing process of public input.

IMPLEMENTING YUKON 2000

The Yukon economy thrives on the efforts of a wide variety of businesses, organizations, groups, and individuals. So when it comes to implementing an economic strategy for the territory the responsibility lies amongst the many rather than the few. In the final session of the YUKON 2000 conference participants talked about the sorts of things that are happening, or that need to happen, to make the Yukon Development Strategy work.

In the interest of space, comments have been highlighted. They are presented in the order they were made by 25 participants who spoke during this plenary session. A copy of the 30-page transcript is available on request.

Tony Penikett, Government Leader, On the Territorial Government response

It is important to remember that this is a long term strategy. As I said yesterday, this exercise is called YUKON 2000, not Yukon 1988. We are not going to be able to do everything at once.

Many of the recommendations are incremental. The ones contained in The Things That Matter would, in any case, take several years to achieve. And, as well, we have to be sensitive to the fact that there are extremely important events on our horizon, such as the settlement of land claims which will have to occur before the government can act in certain areas.

I also mentioned that specific responses, the initiatives of the government as a result of this consultation, will be implemented through the normal course of business in Throne Speeches, in program announcements, Ministerial Statements and in annual Budgets. There will also be general policy statements in response to the recommendations. Those will come, I suspect, earlier in the final strategy paper, which will be published in 1988 -- early next year.

The federal and the territorial governments are reviewing all the recommendations that are contained in the consultation report. In addition, the observations we hear this weekend and comments from people over the next month will be added to that review.

We also have to remember that economic development is not, I'm sure most of you would agree, the exclusive prerogative of government. Nobody is proposing that. There are many areas of Yukon 2000 where the recommendations would really be more appropriately carried out by bands, local governments, the private sector, sectoral groups, chambers of commerce, labour groups or, I expect, implementation would have to be achieved with cooperation between a number of groups, public and private.

So, I want to make the point that there are important roles to play for all of us, not just the territorial

government. This morning, we want to canvass, in a general way, the responses or the actions that may be taken to implement the strategy by various groups.

Jacques Gerin, Associate Deputy Minister, Indian and Northern Affairs Canada on the Federal Government response

It's a wonderful feeling to take a back seat and though you (Tony Penikett) said the federal government is a very important government, it's nice to know that this importance will be declining in terms of its intervention in the Yukon.

What one sees happening through this whole YUKON 2000 process, is that economic development in the Yukon will clearly be driven by a strategy made in Yukon. That's very important, and that's why, indeed, the federal government is pleased. The federal government has been supportive of the process and, certainly for me, it's been a great pleasure and privilege to be associated with it.

We want to talk about implementation. I thought I might just list a few examples of actions that the federal government has taken, will now take or will adapt and adopt to make them fit with the thrust of the strategy.

One key is a good settlement of the land claim. As you are all aware, in the last couple of years, the federal government has really put a lot of energy into a comprehensive policy, a mandate and duties. I think every one of the three parties around the table senses that there is now a chance to come to a good settlement, and that is really good for all.

We've opened up the federal territorial land advisory committee so that people know what is going on there -- so it is no longer a mystery and, more importantly, we've given people who have a particular interest, like the Indian people, their input and participation. Land transfers are, no longer a mystery but, also, they move faster.

There's been mention of land use planning at the workshops. This again is a joint effort. It's not just federal. It is coming about jointly with the territorial government, with full participation of the CYI (Council for Yukon Indians) and that's coming soon. It will be another instrument of Yukoners for determining how they want economic activity and other activities to take place.

The work in resolving the key issues of the placer mining industry has made a lot of progress in the past year and we are still, again, collectively, working at that.

I think this is also a significant contribution. We are assessing, with our colleagues of the Yukon government, how each one of us can do a better job of delivering our economic development programs. We have learned a lot from this weekend. This was high on everybody's list, in every workshop. You know there is a plethora of programs out there. How do we make them better? How do we improve the delivery? I take from this weekend a very strong mandate to get on with that and do a better job. First, a better job of coordination and delivery and, second and equally important,

a better job of providing information to people about the programs. Information in intelligible language.

Of course, we will be reviewing the recommendations of the conference, as Tony has said, and that's not just DIAND. I'd like to see how each of the federal government departments that is affected by such a recommendation can respond.

But the key contribution that the federal government can make is even more fundamental than all that. The key contribution is in responding to the number one recommendation under natural resources: placing responsibility for management of resources where it belongs -- in the Yukon.

Ione Christensen, Member, Yukon Economic Council on the council's role and furthering the YUKON 2000 process

Having been at all three of the different conventions on YUKON 2000, I think that this one certainly has been, in the groups that I've been involved with, one of the most constructive and dynamic. I was just thinking that if we continue this process, that perhaps we will be able to evolve a new form of government by consensus and, Mr. Chairman, you'll be out of a job.

I think that in talking to delegates here, we don't want to continue at this pace. There is a limit to the consultative process and the number of meetings people want, and are able, to attend.

Looking at how we can continue and make sure something comes out of this exhaustive process, I think there are three alternatives.

The first, and I don't think necessarily the most productive process, is the elective process. Once every three or four years, we decide whether we like what's going on or not and make our voices heard at the polls. But that's not very constructive because that just says if you like, or don't like. It doesn't tell anyone exactly what you think should be changed.

The second, is that the government itself, once every year or 18 months, gets a group such as this together and reviews what has happened and what should be happening, given the current climate.

The third and perhaps the most constructive is that the review come directly under the Yukon Economic Council. It would strengthen the council's mandate -- give it something to do. I think it can be done this way and I'm just talking off the top of my head, so I know there are other ways. But say by next September the Council should be looking very seriously at the process, so that in the following spring, a report could be issued -- a report card, if you would -- and that can be done either through the Council convening a meeting such as this or, perhaps, just convening an organization of chairpersons of all of the advisory committees that are now in place, or will be in place.

We could do that on a yearly basis with the Council producing a report. Then, at key times between now and 2000 -- such as when the land claims are settled, a larger conference like this could be called.

Bill Hales, Mine Operators Association, on involving people in the process of implementation

The workshops drew together a group of people who represented a broad spectrum of Yukon society and various communities. It's useful to see that, obviously, people come in with their positions and their own thoughts on how Yukon should be developed but, as we all work together without standing on preconceived positions, people listen to each other's viewpoint. I think that's the most useful part of this whole process -- to get a chance to hear how other people think, know what is really important to them, to see how they would like to have the Yukon develop.

From the Mine Operators point of view, we would like to see growth in the economy, obviously. But we'd also like to see at least a situation such that we know where the Yukon is going to go, how the world will unfold, I guess. You mentioned there are events which would affect that certainty. Land claims, free trade.

I think we can adapt and move forward and work with whatever happens. I think we can adapt to change and move forward to expand our opportunities.

One of the other things that came out in the workshops was the need to involve more Yukoners in the whole fabric of activity in Yukon, not only with mining, but in other areas too. But, speaking of mining, most of the workforce are Yukoners now. We've tried to involve all sectors of the community in the mining industry. And it's going to be even more so with the recent boom in activity in mining. There's going to be an awful lot more opportunities for Yukoners to participate.

As a number of groups have commented, this is the time to move forward into action. I think that is being thrown back to you, Mr. Chairman, for the government to take the lead. On the process, I think we would like to have consultations on a site-specific basis, not eight standing committees brought together to discuss issues.

Art Pearson, Yukon Chamber of Commerce, on incubators and the chamber

What chambers of commerce across the country are doing, and ours is no exception, is to take a more pro-active role in the economy, rather than being reactive. In other words, instead of being continuous complainers about things that governments do that affect business, to try to develop, in concert with government, long range strategies and programs that will complement the business community and enhance the economic life of our region.

One of those programs that we are looking at very seriously right now is the idea of a business incubator, or

innovation centre, or whatever we want to call it. For those of you who are perhaps not familiar with the business incubator, there are really three components that together make an incubator different than other business assistance programs.

They involve rental space, shared office services and, finally and perhaps most importantly, they offer business consulting assistance. And those three things working together are designed to assist new innovative small companies in their startup, over the first two or three years, until they are strong enough and viable enough to, shall we say, to go out on their own into the marketplace.

It just happens, I guess, that while we were doing this, again, it was identified in the YUKON 2000 process. I must admit for us it didn't come from the YUKON 2000 process. But it's obvious the time seems to be right to look at such a thing. We will hopefully work very closely with your Economic Development department in proceeding to evaluate the potential of such a structure.

Jack Shore, Manager, Canadian Imperial Bank of Commerce, on banking

I wish I was speaking on behalf of the other financial institutions, but we rarely speak about anything, it seems. That's perhaps one of the big problems in the Yukon. There isn't really a bank association, or a gathering of financial institutions. That is something that we could pursue quite easily.

A number of issues were raised this weekend. One which I feel very personally for is the need for lending officers of the various institutions -- and I think I have to include the government institutions -- to get a good feeling for the lifestyles and the nature of the Yukon communities and the economy.

These last couple of days have gone a long way for me personally to get that feeling, and I'll certainly do whatever I can in our organization to foster that approach amongst the other lending officers.

There are a number of issues like local hire which we feel very keen about as well. It's very difficult to get good trained people, certainly at the levels above the entry, and that's something we can work upon.

There is a definite need for education on all financial matters -- starting within the schools. It's the very grassroots of the small business and cottage industry.

On the services aspect, there are many types of services that banks have, and one of the other jobs we obviously have not done very well is just to educate on what is available, and certainly to take that education out to the communities where we are represented.

In all, I think that the various things that were brought out this weekend have been very helpful. I can certainly commit to taking them back to the senior executive of the bank.

Hammond Dick, Chief of the Ross River Band, on band development

We've taken advantage of a number of things for the band in Ross River. We still have a long ways to go, but as long as we participate in levels such as these, and with the assistance of the communities and the government, I think we will contribute a lot more to the economy of the Yukon and Canada as a whole.

I think, there should be a dialogue between people that have been part of the Yukon for a long time on the situation of the land claim -- where it is at and where we want to go in terms of how we develop towards contributing to the Yukon economy.

But for Ross River, we've initiated, like Tony said, a corporation that has, I think, similar aspirations to YUKON 2000. It's in the infancy stage right now, and I think we'll continue to be involved directly with the mining industry, governments and, I guess, grow with the process.

We'll continue to participate in the process of bringing economic stability to rural communities. In doing that, we will work right along with the community members and in the Yukon as a responsible contributor.

Gladys Netro, Old Crow Band member, on economic development in the community.

In 1985, our band manager and I participated in the Haines Junction seminar, which was the start of economic development planning in our community. From there, we began our process by focusing on community values and, through this process, we learned the values of all age groups in the community.

Then we began our economic development planning and, not long afterwards, some results began to surface. Some of which are North Yukon Air, small community business ventures, a recreation department and changes in our new band government structure to meet the needs of the people.

In the past summer, we had our Loucheaux days, which brought Indian economic benefits. Also this past August, we completed our third year of economic and community planning. Throughout this process, we identified some ways in meeting the needs of all age groups. We also recognized that social development planning plays an important part in community planning.

We, the people of Old Crow, strongly stress the need to continue exercising our natural ways, which is living off the land, hunting, fishing, and trapping. Our younger generation expressed the need to have opportunities and experiences that fit into today's world. We started this by tapping existing resources provided by the government to meet our community needs. Of course, we will continue to do this.

Mike Nugent, Yukon Federation of Labour, on venture capital pools.

A lot of people have the idea that the labour movement has a sole interest, and very express interest, in creating hazards for business and the economy. The Federation of Labour and the labour movement in the territory -- the labour movement overall -- does have a keen interest in the economy and developing strong, healthy economies based on some very sound principles.

An example would be the human resource training and development that everyone is so keen to see happen, so we can meet our needs of the future. The union movement is right behind that, as long as it is following the lines of skill development and not bastardizing that concept to get cheap labour, as so frequently does happen with some job creation programs.

The union recognizes and encourages a settlement of land claims as a catalyst to the economic development of the territory. It's very important to the territory overall that the native needs are met in a fashion that's going to be satisfactory to them.

The investment corporation that Tony Penikett referred to is a concept that we are investigating at the moment. It's been modeled after a very successful endeavor in Quebec -- the fonds solidaire --, also known as the solidarity fund. The idea is, where labour has been saying that we have a keen interest in the economy and in industry or business, we put our money where our mouth is.

We're looking at getting involved in ironing out some of the peaks and troughs in the economy through developing investment corporations and putting that money back into businesses which follow sound, and work within frameworks of sound, union principles.

We will be taking advantage of some of the tax reforms and draw from the very large pool -- approximately 3,000 workers -- we have, on voluntary basis, to allow them to put money towards a centralized development or investment corporation.

Basically, it's a fairly new idea. There's one or two in existence, and they are proven as sound.

Albert James, Council for Yukon Indians, on land claims, YUKON 2000, and economic development.

If I look back 15 years ago, native people would never have had the chance to sit around a table like this and discuss our own future. Therefore, at this point in time, Mr. Chairman, I am very pleased that we do have a chance to look at the future for not only ourselves, but the development of the Yukon Territory.

I talked yesterday very briefly about how the native people are not just another interest group only interested in one portion of this whole booklet (The Things That Matter). The whole booklet touches native people in different ways.

Indian economic development is a totally unique form of development in its own right. I believe, Mr. Chairman, you have two sectors of economic development here in the Yukon, one that the non-native people are involved in and, one the native people are involved in. I think, Mr. Chairman, the uniqueness and the differences stem from what the native people believe, how they believe in developing, and how they would have respect for the land, and the resources that we take from that land.

I go back to the Report, to one sentence in that report. It says many Yukoners agree that the Indian involvement in land and other resources will be a key to reaching our true development potential. However, for us, it is not Indian involvement in the land and other resources. It is the Indian interest in the land and resources. There are some very profound differences between involvement and interest.

Mr. Chairman, yesterday I talked about economic development within the communities, why there is a need for economic development workers. Again, I have to point out the uniqueness of each community, the diverseness of each community. I believe a whole host of issues will stem from land claims that we have to be prepared for and develop towards.

However, Mr. Chairman, the land claims should not hold up Indian development within the Yukon Territory. It is my belief that land claims and economic development can go side by side and therefore, we can become more involved with this YUKON 2000 development.

In thinking over what has been said in the workshops this morning, I have to look at the grants and also the small loans to the business sector.

Mr. Chairman, the native people cannot go to a bank and borrow money on land because the existing system will not allow any dollars to be let to the Indian bands on that security.

Therefore, I would have to seriously look at the grants that you have been talking about throughout the past two days. In order for me to look at the grants, I have to make some comparisons. In the past few years, there has been roughly \$46 million spent in the Yukon Territory. The native people have acquired roughly \$1 million or less of that.

Mr. Chairman, we are at a point in the process where our economies will become compatible and we will have our own self-sufficiency within the Yukon Territory. Therefore, we need that type of involvement that you people have already had and do not need at this point, You have developed yourselves up to a point where you are economically viable within the Yukon Territory.

Again, we look at the economic development terms of land claims. We have to change the thinking of government departments -- federal and territorial. Now, when native

people approach them for certain things, they say 'you have to wait until land claims are settled.'

I don't believe that we have to wait until land claims are settled. Land claims will change a lot of issues but, for the economic development of Yukon Indian people, we cannot wait that long. The development of the Yukon will not wait for the Indian people to catch up and, therefore, we have to take certain steps to catch up now.

In terms of implementation, Mr. Chairman, I listened this morning. I would be very, very careful to pass any powers of implementation to any other group unless it has been ratified by the people so it will be the best for all people.

In closing, Mr. Chairman, I would like to read a statement that I brought with me which is only two short paragraphs.

The Yukon Indian people must continue to participate. We will require opportunities to hold frequent discussions amongst ourselves in order to express some of the thought that takes place about the Indian society and the economy.

If one listens very carefully during these discussions, a distinctive Yukon Indian reality starts to emerge but, Mr. Chairman, there are certain kinds of sacrifices, for example, that Yukon Indian people are not prepared to make in order to have a greater and greater material possession. That is, our general attitude may be quite different from the general attitude that prevails in the dominant, non-Indian society.

Diane Freed, Dawson resident, on language and public participation.

What we've been talking about -- all of the workshops, all of the information, all of the programs are excellent. I think that there's a general agreement that what we're talking about here is good. But if it doesn't reach the people, and if the people don't understand what we're saying, then what good is any of it? One of the real dangers of speaking is that there are two languages -- government and non-government. Maybe we could become bilingual. That is not a joke. I think that when we look around the room at who participates in these workshops and conferences, it's pretty clear that if there were 30 or 40 or 50 people who came to one of the workshops, to the conference, without ever having had any previous experience in listening to government language, that they would not be able to participate.

So there really is a huge gap, and it's a gap that, if we're going to be effective, if we're going to do anything, we really have to address. We really have to look at how we are going to let people know what we're doing and what's available to them. Programs are only good if they're used.

Jack Cable, Whitehorse Economic Initiatives Committee, on other challenges and issues ahead

I think the weekend was really a success and that the process is the major portion of the exercise. The product is important but the process is really important. That brings people out and it brings them together.

I sort of look back where we started, you know the beginning of the beginning, in Faro. This is sort of the end of the beginning, but it is just the beginning. We have to talk to one another, we have to find out what our problems are, and we have to find out how to take the Yukon 2000 message that we learn here this weekend out to the communities.

There's global problems, such as the use of the Yukon Development Corporation, we really haven't touched on. Is it to be an instrument of social policy? Are we to have privatization of the present assets? Are we to acquire more assets? Is it to be the vehicle for venture capital? All those questions are now going to get on the table. I think it's going to be a very exciting time, Tony, and I have to thank you for starting the process.

Peter McDowell, guest from University of Alaska, Southeast, on diversity and the process

I'd like to start by sharing with all of you, as I have with some of you, why I'm here. First, I'm here representing my institution, the School of Business and Public Administration at the University of Alaska Southeast in Juneau. Second, I'm here because I find YUKON 2000 to be a charismatic process to which I am personally very keenly attracted.

We share the need to spread economic gains over a small diverse population of native and non-native people, half of whom are concentrated in one city. In fact, the economic dimensions of the Yukon are very similar to southeast Alaska and directly proportional to Alaska as a whole.

Yukon 2000 provides a role model worth studying by Alaska's economic leaders who are faced with similar challenges in the private, public and university sectors. The YUKON 2000 process can serve Alaska as a paradigm for regional economic strategy development.

The best of these are truly people strategies, which will serve the Alaskan economic values of self-determination, pluralism, equity and stewardship. A principle element of YUKON 2000 has been to provide all citizens with a knowledge of the major social, political and economic forces which are affecting their economy today and will impact their economy in 2000.

One of the pleasures for me at this YUKON 2000 meeting was to spend two days with 130 articulate people. As in Alaska, nearly everyone at this conference has been well-spoken and also well-informed about how to reach consensus on a people strategy for economic gains through growth and diversification. My similar experiences throughout Alaska are supportive of a belief that Northerners are generally able, with some procedural

support, to shape their economic destinies. These experiences throughout the north validate the premise that all our people are capable of economic leadership when they are empowered with sufficient information.

It is the role of our leaders to provide that information, organize the forum for its discussion and lead the institutional efforts essential to follow it.

Your coming together like this is, in itself, an accomplishment of unity through diversity. As one of your easterners so aptly stated, the medium is the message. It is my honour and my privilege to observe what may be the first successful people strategy for economic development. I hope that we, your neighbours, can emulate YUKON 2000 as a shining example of free trade in intellectual resources.

If we are successful in Alaska, I can assure you that that imitation will be a very sincere form of flattery.

Eric Christensen, Economic Planner, Government of the Northwest Territories, on the NWT economy and the YUKON 2000 process.

As some of you may know already, the Northwest Territories is about to embark on a similar, yet another similar process. I say another because, as probably some of you know, over the past 10 to 20 years, the Northwest Territories has made numerous attempts at defining and prioritizing issues for economic development and working towards a reasonably comprehensive economic policy. Unfortunately, we haven't been as successful as we could have been, and I think there are two reasons.

Basically, number one reason is that we haven't had the government and the widespread community support needed. And, secondly, I think that we haven't had a well-defined process, a workable process, for carrying it out.

Now, in northern jargon, speaking from the perspective of an outsider, I applaud the Yukon for what you've done. Your process seems well thought out, organized and seemingly effective. I have a keen interest in what you're doing here, and I will be taking back what I've learned, so far, to the Northwest Territories and, hopefully, applying some of the aspects of your model there.

James McCullough, youth, on the process

First, it's been nice over the last day and a half to see people with very different and diverging opinions sit down and talk without raising their voices and without interrupting each other. I thought that's a step forward.

Second, as a "still" youth, almost not a youth, I'd like to make a point I tried to make at our youth forum.

The problems that face youths are the problems that face everybody: employment, education, being happy, trying to fit into society. There's a tendency with youth problems, women's problems, native and non-native problems, to ghettoize them and not see it as part of the whole picture,

and I think this has made a great step forward in trying to make people aware of that.

Sharon Ann Ladue, youth, on barriers and training and education

I've really enjoyed the weekend, talking to different people and seeing how other people feel about different things like education, employment, unemployment, relationships between natives and non-natives, and whatever.

The only problem Steven (Schick) and I have had this weekend is -- and James, probably -- is that we're the youngest and there's only three of us. And as the charts show in the back, most of the population in Yukon is young people. I think we needed a broader spectrum of people here because there are so many different societies inside society -- cliques, if you like -- of young people.

You've got people who are very athletic -- jocks. You've got people like Steven here, who's a very intelligent young person -- a brain. You've got people like James McCullough, who dresses very preppy -- a prep -- and then you've got strange people like me who like to have weird coloured hair, wear different clothing, have different ideas about society on a whole.

You have young people who are in care of the government, which I was at a one point in time, and we have a lot of problems because there's a barrier between society and people who are in care of the government. There is a very large barrier, and you have to break that down until young people that are in care, that are part of society and do belong, are treated like all the rest of the teenagers.

The other problem we have here is that there are no teachers. There's Mr. Odin over here, who's on the Board of Education, but there's no teachers. I've ripped up Yukon education as it is now, and I think we needed teachers to give us their opinion on what they think needs to be done with the education system to make young people employable, trainable and more successful in the future, because we will be running the Yukon in 13 years.

Jim McLachlan, MLA for Faro and acting Liberal party leader, on the need for results.

I've been able to make all three of the conferences, and I want to say that I believe that the exercise is, indeed, worthwhile. We're exploring all our possibilities. The difficulty, of course, now is for government to be able to channel, funnel and simulate all the ideas that have been presented into a package that is going to produce results.

Of course, that has to be done with the realization that governments do not have endless war chests to pursue economic development.

Some hard decisions are now going to have to be made as to the direction in which we go, and I believe we've got to get on with it but, in closing, I want to say this. I think that the Yukon and Yukoners will be known much more for the

things that unite us rather than those things that divide us. That's not to say that the divisions and the different opinions are not there or that they will not be listened. I believe that it is sessions like this -- that get people together from various avenues of life, various thoughts, various ideas -- that go a long way towards uniting this territory and bringing us together in a cohesive plan of action.

Mary Jane Jim, Council for Yukon Indians, on the Indian Education Commission

We all know that we have equal opportunity and equal access to education in the Yukon. However, I think what the mainstream of society does not recognize, in terms of education, is that Indian people are coming out of that system with unequal skills, with unequal education abilities. It has presented a problem in terms of our participation in development in Yukon -- economic development, social development, industry development, you name it.

If we are to achieve equal participation in that development, then it has to start at the basics for us, for Indian people. We have to start at the beginning and, definitely, we recognize that education was a priority and still is a priority.

We talked a bit about that in one of our discussions in a workshop. We talked about human resource development. We didn't really discuss a lot of the social issues and the social problems that Indian people have in the Yukon, but I think that it's not to say that we do not all recognize them. I think we all recognize them and they have to be discussed in some forum as to how we as a society in Yukon are going to address those problems and how we are going to participate on an equal basis.

We are this land, and we will be this land.

Conrad Boyce, Yukon Arts Council, on future stages of the process

I'm not sure if I'm alone in my impression before coming this weekend that we would be getting into a bit more detail, I suppose, on the mechanisms and structures that would be necessary to implement a lot of the recommendations that are in this book. We obviously didn't get time this weekend to go into that in any great detail. I guess what I would like is some clarification from you as to the process now by which, having carried out the step four and step five -- that is, consensus and consultation -- how you go from here to sort of make the administrative decisions and the unilateral decisions on what those mechanisms and structures are going to be. How will you choose those?

Tony Penikett, in response

I won't go into a long and elaborate detail, Conrad, but I've indicated this morning that I think we should leave

a window of about a month for people to respond in substance, as you have indicated you wish to, to some particulars in The Things That Matter report. We will be assembling a report on this conference, which will detail what was said by the various people in groups. We will be studying both that report and The Things That Matter, as amended by further input. Out of that, you will know there are -- I forget my last count -- but there are several hundred recommendations. I think Frank Fingland did a rough calculation, I think about \$4.3 billion worth of expenditures.

Clearly, we're not going to be able to do them all at once.

Clearly, we're not going to be able to do them all. All of them are not of equal importance; all of them are not of equal value. Some of them may not describe anything like a consensus.

What I'm saying is that, once we've gathered this up and we've received these further representations such as they are -- it's decision time. It's decision time for the government as the principal player in having to implement this, but it's also decision time, as I hope this morning indicated, for art groups, Chambers, and so forth.

If you want to take a look at what's in The Things That Matter and decide how you want to deal with them. If you want to discuss them in your organization and decide that some of them are more important than others, or that you want to recommend the government give priority to some rather than others -- all of that's useful to us. But we're going to have to make a decision about the order of importance of the recommendations, the urgency of the recommendations, our ability to do them.

Some of them, to be frank, contradict other recommendations in the report. We're going to have to sort that out.

We will come back in the spring -- early in the new year having done that with a statement. There'll be another element in the strategy as it's published, which is the Government of Yukon's response. We will publish that response. That response will be published in advance of our making substantial budgetary decisions, program decisions, policy decisions. So, there will be a chance for further public reaction, but we will begin to implement those things where we are confident there is agreement, where there is mutual understanding, and where there are the resources.

Assuming we're talking about 12-year horizons, I assume we're going to get most of it done before the 12 years are out. We're in the front end rather than the back end, but there are some recommendations, frankly, which -- everybody knows -- will take years to do. The demands of the arts community, for example, could not by any Government in Yukon, be met on a short horizon. We'd have to be frank about that. We will be frank with you about that.

But we will also want to be open to hear from you about what should be done first and what should be done second and what should be third.

Don Branigan, Mayor of Whitehorse on Sweden and the need to be open to change

Two points. First, I was impressed with the quality of the minds in the particular groups, especially in our group, but I think we could have got more out of that group, more direct policy, had the questions been fine-tuned a bit.

The second point, two years ago, I was in Sweden at Christmas, and I had the opportunity of visiting three levels of government in the north, central and south of Sweden. One thing that struck me that was quite different from our government was that the Swedes are quite comfortable, if a policy is not working, with admitting it and scrapping it. They cut it off right now, and it seems to be okay to make mistakes there, and it's okay to admit that you've made a mistake and you, yourself, up and change directions and get going. That's something that struck me because, in Canada, it's hard for governments to admit they've made a mistake and, yet, the public knows you're not making decisions if you're not making mistakes.

Gerry Bruce, economic planner, Pelly Crossing, on YUKON 2000 and a message from the Selkirk Indian Band

Two comments. One is on the definition of community development which a number of people have struggled with a bit. I'd like to suggest there's a very simple definition of community development. It's essentially the process by which the ordinary people that are around this table, or ordinary people who live in the communities, strive for and get some control over their own destiny. That seems to be what YUKON 2000 is all about.

The second comment I have comes from the Chief of the Selkirk Indian Band. He asked me to raise this as an issue during the implementation stage of the session. His concern was quite simple. He believes that the people who live in the local communities can, in fact, solve some of their own problems if they're given the resources to do that. He asked me to speak for him and to suggest that more resources -- either people or money -- be given to encourage the local level. There is a tremendous load, particularly in the villages, a tremendous load of expectations. The chief is expected and the band council is expected to be on all sorts of committees, travel all over the place, and still feed their families and do all those sorts of things.

So, what he was asking was to be aware in the implementation of some of the ideas of YUKON 2000 that the band, particularly the Selkirk Band, would ask and encourage that the resources be made available to the local level so that the chief and council at the local level have a much greater control over their own destiny and can redirect

those resources as they see fit to a much greater extent than is done today.

Wayne Wilkinson, Skookum Jim Friendship Centre, on the need for groups to control implementation

I'd like to just say a couple of things speaking from a social service agency. First of all, we are primarily involved in the sector of human resources, and that we see our role in the implementation process from there as being one of a feeder group. We will collect information and thought and input from those people that we service so that the information is getting through to the people that are making the decisions.

We would secondly see our role as taking back and implementing certain programs that will improve the position of some people in society -- in a role other than just a consumer, to actually start working on the production side.

In order to do that, I'd like to pick up on something that was just said -- that we can better meet needs if we can somehow participate within the economy in a way that we can become self-sufficient rather than always looking for grants of the government.

We really don't have any problem with government money. It's as nice as anybody else's. We're quite happy with government money, mining money, fishing money, agricultural money, any kind of money.

But we would like to be more self-sufficient and, in fact, get to a total self-sufficient position eventually.

Rob Mason, Yukon Home Builders Association, on training and planning.

I'd just like to, at this time, offer our assistance. If you are planning on training programs and thinking of hiring consultants, we'd like to work together with them.

After setting guidelines together with the government we'd like to police ourselves. Trust is a two way street.

Bill Woloshyniuk, NorthwestTel, on the strategy documents

One observation that I have, and you sort of hear it coming out of here, is that the whole YUKON 2000 strategy report is overwhelming. It's like reading a textbook with a lot of contradiction, and you just don't know where you're going. I think, from what I've heard, people would like to understand what's in there, and to make it understandable to a whole lot more people. It has to be a little more concise. We have to get it down to a more understandable level, and I think that will make implementation certainly a lot easier.

Al Alcock, Yukon Agriculture and Livestock Association on tabling a draft policy before implementation.

Could you consider bringing groups or individuals in at the outset of policy development. Tabling the policy into the community for a reaction will provide a smoother

transition for the policy in terms of the community's acceptance.

Tony Penikett, on the participants.

With that I want to thank everybody for having given so generously of their time throughout this process. Not only their time but their intellectual capital, their patience and their understanding.