

# CARCROSS SUMMIT



## "Destination Carcross"

**Carcross Summit**  
*Destination Carcross*  
**Summary**

**Friday, October 24, 2003**



**Prepared for**

**Carcross/Tagish First Nation**

**&**

**White Pass & Yukon Route Railroad**

## Agenda - October 24, 2003

08:30 Welcome by Summit Moderator Bill Forsythe

Opening Prayer by Ted Hall of C/TFN

Introductions & Overview

09:00 Keynote Vision Presentations

Khà Shâde Héni Andy Carvill, C/TFN

Grand Chief Ed Schultz, CYFN

Michael Brandt, WP&YR

Hon. Elaine Taylor, Minister of Tourism & Culture

Remarks from Hon. Larry Bagnell, MP

09:45 Sharing the Information: WP&YR, Carcross & Four Mountains Resort

10:15 Break

10:30 Visioning Break-out Sessions

11:30 Visioning Plenary Session

12:00 Lunch Break

12:30 "SWOT" Analysis

13:00 "Taking Action Workshops (Rotate through Concurrent Sessions)

Infrastructure & Human Resource Development

Partnering

Market Development

Product Development

16:00 Taking Action" Workshops Plenary Session

16:30 Summit Summary, Next Steps & Host/Sponsor Closing Remarks

## EXECUTIVE SUMMARY

On Friday, October 24, 2003 the Carcross/Tagish First Nation and the White Pass & Yukon Route railroad organized and hosted *Destination Carcross* at the Mt. McIntyre Recreation Centre in Whitehorse, Yukon.

*Destination Carcross* was borne out of a Memorandum of Understanding signed between the White Pass & Yukon Route railroad and the Carcross/Tagish First Nation on August 1<sup>st</sup>, 2003. The Memorandum defines their common goal to generate a more prosperous tourism and business community in the Carcross area. The purpose of *Destination Carcross* was to bring people together to develop:

“A collective sense of vision for Carcross as a vibrant, sustainable tourism destination with a commitment to action from all stakeholders to make that vision a reality.”

118 people attended representing diverse perspectives from a variety of Yukon and Alaska communities. Representatives attended from the tourism industry, industry associations, Carcross & Southern Lakes communities, the Carcross/Tagish First Nation, as well as from multiple Governments.

The Summit provided a forum for those assembled to share their ideas about the development of Carcross as a tourism destination. The intent of requesting input from the numerous stakeholder groups who participated in the Summit was to draw upon local knowledge and expertise to provide input for the visioning and development of tourism opportunities throughout the area. Those who attended provided the organizers with a wealth of valuable input and feedback on the development.

This document represents the efforts of the *Destination Carcross* participants and their collective knowledge, skills and abilities that were put to work. Feedback generated at the Summit will serve to make Carcross not only a gateway to the Yukon but also, a tourism destination that considers respect for the environment, visitors and Yukon people and, sustainable economic, social, cultural and environmental growth as important considerations in the development process.

Continuing to build upon the successes of the day and the momentum that has been generated, feedback from stakeholder participants indicates a real desire to commit to action to make this exciting project a reality. To ensure this, action items have been identified in the Action Plan to move Carcross to the next stage in their development process.

Participants were divided into three working groups – Pennington, Bennett, & Chilkoot. This document represents a condensed summary of the discussions and recommendations that took place in these groups at the *Destination Carcross* summit.

# VISIONING

The purpose of the visioning session was to get people thinking about what is truly unique about Carcross and, equally importantly, what Carcross needs to aspire to be as a tourism destination. Participants were invited to brainstorm and share their visioning using descriptive words that would help define Carcross and create a sense of place. The following listing summarizes the words that were generated into themes that emerged from as a result of participant's input:

## *Visioning Themes*

Carcross is ideally located along traditional historical trade-routes and contemporary transportation corridors in a pristine natural environment and is an historical and present-day gateway to Canada's North;

Carcross celebrates and respects its rich history;

Carcross is a year-round tourism destination;

Carcross is a heritage community that has a rich First Nations traditional culture;

Carcross is part of a healthy, vibrant Southern Lakes region;

Carcross' foundation is our stewardship, cultural values & entrepreneurial spirit – a legacy of our Tagish/Tlingit culture;

Carcross is a cross-cultural community that balances caring for the environment while pursuing economic opportunities for present and future generations;

Carcross is a launching point to First Nations, Gold Rush, wilderness, educational and adventure tourism activities throughout the Yukon and Canada's North;

Carcross provides unique products with quality experiences;

Carcross development benefits the local communities while creating products and services at levels consistent with or exceeding marketplace expectations;

Carcross tourism and economic development is respectful of local culture and history;

Carcross offers quality wilderness and cultural experiences set in a stunning, natural location;

Carcross has a strong responsible management partnership mixing a business focus with the CTFN needs and community desires.

# SWOT ANALYSIS

The purpose of doing SWOT analysis is to do an analysis of a product made before it is marketed. SWOT analysis is an effective way to identify Strengths and Weaknesses as well as define the Opportunities and Threats being faced by a product or service.

## ***Strengths***

The following were noted:

### ***People***

local Carcross/Tagish First Nation populations with a wealth of local knowledge, skills and abilities and cultural history;  
Local, Territorial, and adjacent Provincial and State stakeholder interest.

### ***Geography & Climate***

Close proximity to Skagway/Whitehorse railway route as well as to highway traffic provides access to large tourism markets;  
Diversity of local geography and huge lake system with spectacular, natural beauty provides abundance of opportunity to develop wilderness/adventure products;  
Carcross can boast having the best beach and smallest desert – a marketing bonus;  
Favourable weather for the delivery of summer and winter tourism product;  
Micro-climates provide opportunities for education and interpretation;  
Exotic location;  
Low rainfall and an intact ecosystem – also product and marketing bonuses;  
Close proximity to the White Pass summit with its large quantity of annual snowfall.

### ***Government***

First Nation's self-government;  
CTFN - has a goal of seeing a more prosperous tourism and business community in the Carcross area.

### ***History***

The region's abundance of Gold Rush & frontier history – product development opportunities;  
First Nation's cultural history;  
A variety of famous historical people (i.e. Donald Trump's grandfather) provides the opportunity to create name association/interest in the Yukon;  
White Pass & Yukon Route – has a rich history closely tied to Carcross.

## ***Tourism Opportunities***

Carcross and area has access to a wide range of wilderness and wildlife species;  
Existing products (i.e. heli-skiing & dog-sledding) have an opportunity to grow and improve;  
White Pass & Yukon Route – an International Historic Civil Engineering Landmark (designation shared with the Panama Canal, the Eiffel Tower and the Statue of Liberty) creates marketing opportunities.  
Opportunity to create strategic alliances and leverage marketing dollars with existing tourism operators and industry associations;  
Present products and services have the ability to offer tourism opportunities year-round;  
Spectacular foliage colours in the Fall offers numerous product opportunities (photography, hiking, etc);  
Carcross has ability to revive and/or develop special events;  
Carcross, because it's in the Yukon, is already branded (somewhat);  
Carcross has the only sandy beaches in Yukon;  
Prevailing winds provide opportunities for kite flying & other wind-dependant products;  
Carcross can also market midnight sun & aurora borealis products.

## ***Weaknesses***

The following were noted:

Unpredictable airline prices & scheduling into Whitehorse;  
The lack of developed/package product in Carcross;  
Carcross has a fragile ecosystem;  
Housing issues (i.e. Tent city), sewage, etc;  
The Yukon's inability, thus far, to differentiate itself in the market's eyes from other northern jurisdictions (i.e. Alaska, NWT & Nunavut);  
Perception that there aren't many services in Carcross & the effect that this has on potential clientele;  
Completion of land claims;  
Need for community or regional land use plan.

## **Opportunities**

The following were noted:

The ability for Carcross & area residents to define their own vision;  
Opportunity to provide training and employment opportunities to present and upcoming generations and, to offer year-round employment opportunities;  
The opportunity to develop educational, experiential, cultural and wilderness (water & land-based) tourism product;  
Community-defined 'appropriate' development provides an opportunity to preserve what Carcross & area has;  
The ability to capitalize being on a main route connecting the Yukon with the massive cruising market out of Skagway;  
To learn from other people's/jurisdiction's mistakes;  
Tagish/Tlingit/First Nation culture;  
To partner/ally/develop synergies with other local/regional/territorial tourism product & service-providers (see *Partnering*);  
Gold Rush interpretation;  
Creating opportunities for locals to derive benefits and employment opportunities from tourism, and;  
Opportunity to create authentic "real experiences" for tourists.

## **Threats**

The following were noted:

Lack of planned development;  
Issues arising from transient populations (tourist & service providers) in area;  
Lack of available infrastructure to house/support service/staff people;  
Potential for lack of partnership support, and;  
Airline service in/out of Whitehorse.

## ACTION PLAN

The purpose of the Action Plan is to develop action items and identify the responsibilities of the various stakeholders in the action items. The recommendations put forward at the Summit were varied and focused on many aspects of the development of Carcross and area as a tourism destination. The recommendations are as follows.

### *Partnering*

The purpose of having *Partnering* action items is to ensure that the proper partnerships are developed in order to support and enhance *Infrastructure, Human Resources, Market and Product Development* opportunities. The following Partnering action items were noted:

Initiate meetings with Cruise Lines in order to initiate looking at developing programming and partnership opportunities;

Initiate meetings with identified public & private organizations in order to discuss potential partnerships (see following for identified partnership opportunities);

Develop a plan to identify and begin networking with other potential marketing partners to promote Carcross; Identify key stakeholders and their responsibilities;

Link opportunities with other activities throughout circumpolar north;

Work with WP&YR to develop and capitalize on cruise line market and gateway opportunities out of Skagway;

Develop public & private-sector partnerships with CTFN;

Encourage partnerships and strategic alliances amongst tourism operators and service providers.

Create partnership with an appropriate organization/agency to coordinate in-bound bookings/inquiries;

CTFN and Yukon College to meet to begin process of identifying needs and planning for capacity building;

Establish open lines of communication on key issues of concern with regional stakeholders;

Establish memberships with tourism industry & related associations (see following for private & public sector partnership possibilities);

Develop synergies through information collection AND sharing and put information into the hands of people/organizations who need it (see following for private & public sector partnership possibilities), and;

Identify and gain support of community:

Leaders: people whom other people listen to, and;

Champions: credible promoters/marketers/risk-takers/facilitators of change.

The following were identified by participants during the Summit for the purpose of developing partnerships:

#### *Associations*

Yukon First Nations Tourism Association (YFNNTA);

Wilderness Tourism Association of Yukon (WTAY);

Tourism Industry Association of Yukon (TIA);

Southern Lakes Marketing Cooperative;

Chambers of Commerce – Whitehorse/Yukon & Carcross;

Yukon Convention Bureau (YCB);

Meeting Professionals International (MPI);

Aboriginal Tourism Team Canada (ATTC);

Association of Tourism Industry Associations (ATIA).

### *Educational*

Yukon College;  
Yukon Tourism Education Council (YTEC).

### *Federal/Territorial Governments*

Yukon Territorial Government-  
Economic Development  
Community Development  
Tourism  
Education  
Parks Canada;  
Indian & Northern Affairs Canada;  
Heritage Canada.

### *Private Sector*

WP & YR;  
Frontier Excursions;  
Four Mountains Resort;  
Air North;  
Bus Lines;  
RV companies;  
Inbound tour operators;  
Air Canada/Zip;  
Cruise Ship companies (Holland America, etc).

### *Other*

Other emerging & existing First Nation's governments/cultural centres (i.e. Ksan in Hazelton, BC; Kwanlin Dun in Whitehorse; Cultural centres in Haines and other Alaska destinations);  
Yukon River Inter-Tribal Watershed Council.

## **Infrastructure**

The purpose of developing action items for *Infrastructure* is to ensure that the necessary infrastructure is in place to support and enhance Carcross tourism development initiatives. The following points were noted as needing action.

Complete a needs assessment for enhanced industry development;  
Inventory existing Carcross and area infrastructure & GAP analysis;  
Complete a tourism development agenda with key milestones;  
Identify needs and initiate community capacity building;  
Until settlement of Land Claims, establish an interim process to facilitate the planning, development, and operation of tourism product and to create an environment in which present and future development can build with certainty;  
Need to make improves to community infrastructure:  
Water and sewer  
Technology – cell phones, teleconferencing  
Signage  
Road access  
Housing/Hotel/other accommodation (Bed and Breakfasts)

Restaurants  
Craft Market  
Cultural Centre  
Improved medical, policing and schooling facilities  
Support services  
Ensure adequate sewer & water for development & service personnel  
Establish a resource person to respond to inquiries by people wanting to invest/open business in Carcross regarding land availability, licensing, tenure, etc AND establish a timely, fair and well understood development process.

## ***Market Development***

The purpose of developing action items for *Market Development* is to ensure that the proper markets are identified and developed so that Carcross and area tourism opportunities achieve their optimum potential. The following Market Development action items were identified:

Do an inventory of existing tourism markets;  
Develop niche market product development opportunities for Carcross area;  
Ensure compatible use in land management activities through sound management policies;  
Use local resources (YTEC...) and expertise to develop market opportunities;  
Utilize services of specialists to ensure quality development;  
Ensure that there is a balance between market & stakeholder expectations;  
Develop market driven product;  
Research & compile detailed market information about future tourism trends for Yukon;  
Position Carcross as a gateway community to Yukon & Canada's North;  
Position Carcross as the hub of activity for the Southern Lakes area;  
Don't duplicate Skagway, i.e. not too commercial nor too many people;  
Regulate/manage access through licensing;  
Try and capitalize on access to port/ocean & established transportation access – highway & rail;  
Identify demographic and psychographic trends in the tourism marketplace;  
Control access to different eco-regions through land use planning (LUP);  
Take a balanced approach to tourism development;  
Ensure economic creation opportunities for locals;  
Establish realistic goals for development;  
Ensure local and visitor stewardship of tourism development and activities;  
Develop regional and community marketing plans;  
Position Carcross as a jumping off point for tourism opportunities throughout the whole region;  
Ensure that the experience is visitor oriented;  
Establish long-term goals of market development;  
Match product & market development with local lifestyles;  
Create benefits for tourist and local community;  
Market Carcross as a spectacular northern destination;  
Encourage willingness to change through ongoing communication with stakeholders;  
Conduct workshop(s) on marketing for new operators/potential partners/stakeholders (dealing with product and market development as well as market readiness).

## ***Product Development***

Product Development is defined as improving an existing product or developing new kinds of products. The purpose of developing action items for *Product Development* is to ensure that the proper products are being improved and developed so that they support the overall objectives/branding of the destination.

Do an inventory of existing product availability;  
Identify Carcross & area's carrying capacity;  
Capitalize on Carcross' unique ability to provide: glaciers, mountains, wildlife and wilderness as well as culture and history;  
Tie-in experience with the natural environment and the people;  
Provide enjoyment of the wilderness experience;  
Address potential impacts now, not later;  
Develop authentic, experiential and year-round tourism cultural opportunities/experiences;  
Enhance quality of life for residents of Carcross & region;  
Match the community's desire to develop tourism product with attainable, real opportunities;  
Ensure benefits accrue to the local community;  
Support and help nurture the existing cultural and heritage communities;  
Create market opportunities to participate in and understand First Nation's culture;  
Ensure the sustainability of the natural environment that is the source of the experience;  
Differentiate/brand Carcross products;  
Develop experiential/participatory products that include: storytelling; harvesting (fishing-processing, berry-picking & processing);  
Ensure that Carcross delivers a quality product at a competitive price;  
Deliver fun & adventure product;  
Provide product flexibility – to meet people's expectation;  
Provide product that helps to develop community capacity;  
Communicate with suppliers about availability of product/services;  
Develop year-round part-day, full-day & multi-day products;  
Proceed with conference for CTFN members to develop guidelines or standards for development – before fiscal year-end.  
Develop product to capitalize on flight seeing opportunities;  
Develop hiking, biking & motorized (marine & land-based) product that includes interpretation and adventure based components;  
Develop skiing, snowmobiling and windsurfing product;  
Create an inventory of local artist so that artisan tour product can be developed;  
Position the Carcross waterfront as a retail and people-place to better utilize this prime location;  
Determine if downhill ski runs are a product development option;  
Create/enhance year-round business opportunities, and;  
Tie in with (Partnerships) existing Yukon products (Quest, WP&YR, etc).

## ***Human Resources***

The purpose of having *Human Resource* action items is to ensure that the proper training and resources are put into action and, to ensure the use of human resources to achieve the community's objectives – the development of Carcross as a tourism destination:

Need to inventory and develop a broad regional HR plan;

Determine tourism industry HR standards;

Develop appropriate training and career paths for community members to embark upon and inform them of these needs/opportunities;

Create and work in cooperation with partners and stakeholders;

Develop career opportunities for local labour force;

Expand opportunities to help educate youth and provide future opportunity;

Ensure there is ongoing communication with stakeholders;

Determine training capacity: demographics & educational needs;

Develop/kindle local community stewardship/buy-in;

Identify/Inventory education & mentoring opportunities.

Match HR needs with pace/scale/type of development.

Work human resource action items into *Infrastructure, Product, Partnership* and *Marketing* development plans.



## WHERE DO WE GO FROM HERE?

The *Destination Carcross* Summit was a very successful tourism development and community participation exercise. The Summit not only drew out a significant cross-section of the stakeholder communities, from multiple jurisdictions. In doing so it accomplished what it set out to do by hosting the event. *Destination Carcross* represents an important start to the development of a sustainable tourism destination.

This document provides some of the information necessary for subsequent development of a more formalized Carcross vision. The participation and input from community stakeholders provides organizers with information critical for creating a development road map and putting it into action.

As recommended, *Destination Carcross* organizers will now be defining the responsibilities of stakeholders, developing action plans and assigning responsibility for these actions and, establishing timelines in which to achieve the actions that have been identified. Organizers have also committed to reporting back and involving stakeholders in the future as was requested.



## Carcross/Tagish First Nation

### **Kh Sh de H ni Andy Carvill**

I want to begin by saying Good Morning to everyone, and I want to thank our Elder Ted Hall for opening with a prayer. Also I want to thank Kwanlin Dun First Nation and Ta'an First Nation for allowing us to have this event in their traditional territories on their lands.

On behalf of Carcross/Tagish First Nation (CTFN), I would like to welcome everyone to this summit. We are very proud to be co-hosting this event with White Pass & Yukon Route (WP&YR). We also would like to thank the Yukon Government for helping us with this event. We wanted to look at bringing this important event to key stakeholders and people that are interested in helping us to build up tourism in the Southern Lakes area.

Carcross/Tagish and White Pass & Yukon Route both want to look at the potential the area has and we wanted to look at what we can do to bring about much needed economy to not only in the Southern Lakes area but it will be beneficial also for Whitehorse and Alaska. As Bill (Bill Forsythe, Moderator) had mentioned there are some companies from Alaska or from the States that want to see what we have to offer. I believe we have a lot to offer.

The scenery is beautiful, I have done a lot of traveling myself and it's hard to find another area that has beauty such as the Southern Lakes area. Our focus is on the resort and part of our vision is to have key stakeholders that are interested in building up the area. We can bring the people and the customers through the resort but the people need something to do. That is where I believe that once we get going with tourism partnerships and others that are interested we can have a lot for the clientele to do in the area.

We have the mandate on behalf of our people to start looking at tourism. We realize that we don't have the potential for forestry, mining, with the way the world economy is going is up and down. We want something we can rely on and our pipeline is tourism.

We have been working with a couple of companies in the area and we have some good rapport with them and with others, we are working on developing that rapport. We hope that this summit will bring about a vision that when we leave here at the end of the day we have a game plan in place, and we have people or companies who are interested in working with us. And that want to work with our people.

And I am also proud to say that with the help from the Yukon government, the Premier's office, our MLA Patrick Rouble and others in the government that we are finally becoming a place where we have a say as to what happens in our traditional territory and what happens on our lands. With that I just wanted to say that we want to do things in a good way, we welcome any ideas that people or companies might have to help us to work to build up the area.

Some ideas are good and others may take some fine-tuning and we look forward to working with people that area interested in working with us. Our doors are open and our hearts are open. We have the mandate from our people to start to develop the area.

We want to make sure there is something for future generations; we feel this is a way to help us protect our land. It is important for us to become involved with what happens on our lands. Once

again I thank the government for working with us to develop a mandate that does protect our lands and does include our involvement on our lands. I think that it is part of the vision.

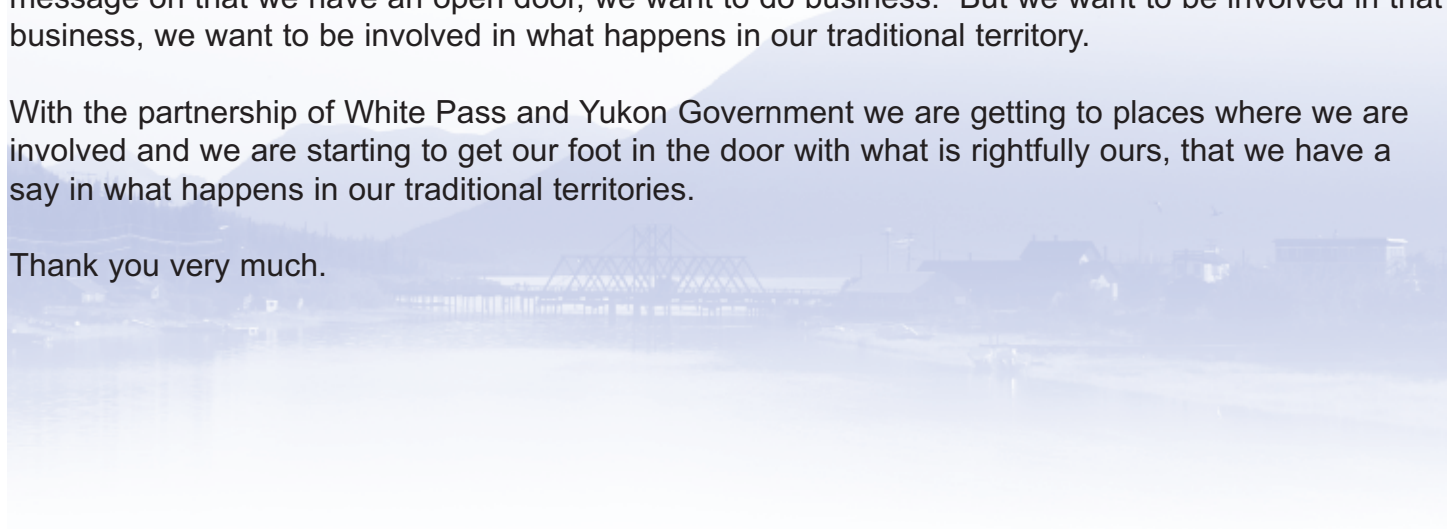
We have a lot of people coming through our area now; the numbers are increasing more and more every year. We have snowmobilers, we have people utilizing the lands and we are sitting by and not taking advantage of the opportunities that are there. I think with the resort in place it will allow us to start to take advantage of and offer good packages to people. Snowmobiling is just one of the areas that a lot of people are interested in. I think with the resort, key partners, and partnerships in place that we can deliver packages for snowmobilers and others.

The spin offs from these developments are enormous when you look at the opportunities that await. And that is a way to protect the land and the resources for future generations. We want to make sure that we maintain the land and the pristine beauty so that the tourism do have something to come to see for generations to come, so our people can drink the water, and still harvest the resources off the land.

It is very important that we look at partnerships, look at the MOU we signed with White Pass this summer. Look at how White Pass & Yukon Route and CTFN work together to build the area to build a sustainable economy that's beneficial to Yukoners and Alaskans alike. We are here to pass the message on that we have an open door, we want to do business. But we want to be involved in that business, we want to be involved in what happens in our traditional territory.

With the partnership of White Pass and Yukon Government we are getting to places where we are involved and we are starting to get our foot in the door with what is rightfully ours, that we have a say in what happens in our traditional territories.

Thank you very much.



# Council for Yukon First Nations

## Grand Chief Ed Schultz

Good morning everybody and I am hoping today will be a very good day and I am sure it will be by the distinguished group of people that are gathered here. Representing of course all the varied interests that was outlined by the Chief. And I would like to thank the Chief, the representatives of White Pass as well as the territorial government for this opportunity to share some of the things that I see, from my perspective.

My perspective of course is a little different from the orientation that you would get solely from a community. As the Grand Chief I am very privileged and honored to work with a wide number of First Nations across this territory and indeed across the whole region of the north, the circumpolar north. As well as all the orders of government and in that work you tend to have a different view on things and you tend to look at things a little differently, although hopefully in sync with your communities.

This last week we were very privileged and honored to witness the ninth First Nation entering into a new arrangement with Canada and with other Canadians. That community is now joining other First Nations under the systems of self-government and final agreements. And beginning the road to develop a new order of government, a new system of co-management and sharing in opportunities. As we all know and have heard on numerous occasions that over the last thirty years we have been endeavoring to do that.

Interestingly enough there is a professor in town last night speaking at the college, Mr. John Barrows who is a professor at University of Victoria, a very well known and prestigious individual on the subject matter of indigenous rights within the Canadian Constitution framework. Of course one of his opening lines in his presentation yesterday was that the Yukon was indeed the front runner in developing new relationships between indigenous peoples and Canadians. He continued to suggest that it was also something new in the world.

For those who may have heard me speak before as was mentioned, I obviously concur with those findings. We are very fortunate the council to be working on many fronts. Most of our history at CYFN has been working on the governance aspect. Providing a framework of relationship between First Nation communities and other orders of government that give them the basis for developing a new partnership. Now all that has been orientated to governance systems particularly. You know resource royalty sharing, taxation, con-current jurisdictions over law making, etc, etc. As I was saying at another economic meeting earlier this week that in itself, if that is all we are rested upon, if that is all we depended on, then we haven't really changed a whole lot fundamentally on the ground.

You have to recognize that our people, like most indigenous people in this country, have been living with some seventy-odd years under a system which is basically a social system. A system that provides support to communities that are somewhat different than what most Canadians experience. Most Canadians don't have the opportunity for, well they do have the opportunity but you don't see it as wide spread in terms of social safety nets, like social housing, social assistance and a lot of augmented and subsidized initiatives to create employment and training and so forth.

Although Canadians have those things they don't have them to the same measure and to the same

degree as most of the aboriginal communities in this country indeed. And that is because a lot of the opportunities in our past have been missed by our people and in this region of course we have been referenced on many occasions on some of the major economic drivers of this territory, which our people locally missed out on.

We can look back all the way to the fur trade with the Russians, all the way through to the Gold Rush of 1898, the construction of the Alaska Highway, the base metal mining boom in the 1970's. Each one of those circumstances you can actually see through the research that, if you care to undertake, which I will save you the time, is that we have already determined that of course First Nations people in this territory did not derive any major economic benefit from those activities. Although there was a lot of generation of wealth, may I also add in that context that a lot of local non-First Nations did not make as much money either.

So we have been working and endeavoring as I was indicating to change that. One way was to make sure that the First Nations were positioned well to have some ability to co-manage and make some of the critical decisions that create opportunities for economic stimulation and local economies. But that in itself as I indicated would not be enough. We need to generate wealth, if you look at every successful region and politics aside, geopolitics and anything else associated to political philosophies aside, if you were to look around the world and you were to look at regions of the world that have healthy economies.

In other words at economies that not only just have a lot of activity with natural resources and manufacturing and so forth but also have those economies helping in a way that the people that are actually involved with, those economies have healthy lifestyles. Economies that actually have personal wealth as well as corporate and governance wealth. You have to see that those with a common denominator in my research in that is very clear, they have very diversified economies. In other words you don't see a region in the world where if all you are solely dependant on is a natural resource and its raw extract being sold, you are probably not going to see a very healthy economy, in all likelihood. What you see in all healthy economies in any given region is all the things after you have extracted the raw material, the timber, the minerals, the oil or the gas, because if that is all you are doing then you are not doing a whole lot. You are not maximizing your opportunities.

That being said is that they also they go beyond that, they go into the preprocessing of all that natural material, they go into the manufacturing and into using the goods as well as the sale and marketing of those materials. Now when those types of things start to happen of course it has a lot of people start to pulling into it into that geographical area. That is when local populations have the opportunity to share who they are, their values, their customs, their traditions, their identity as well as their natural environment that they have around them. Because now there is a greater audience who is actually here, they might be coming here for a different purpose but word of mouth to this day in our modern society is still a very strong means of communication.

Now when I look at what is happening here in terms of the Carcross/Tagish First Nation, I have to clearly state that I am deeply proud of the people of CTFN. CTFN represents what we have been fighting for thirty years. The First Nation community that is looking at not solely at its governance capacity and endeavoring to get there. And as I understand they are close to getting to this new partnership, but they are also in that same breath looking at what are we going to have that is going to feed it. How are we going to generate our own source of revenue, how are we going to generate wealth in the community, how are we going to generate a system of governance and a local economy where our people are still not socially dependant upon the governance system and become more autonomous and have more independent wealth? There in lies the success of any endeavor.

My vision in this as I see in the agenda 'Vision', I see what Carcross is doing here. It says 'Destination Carcross' and I have shared this with the Chief and his representatives in many circumstances and as well as others, is that it is really Destination Yukon. You have to have a feature; you have to have something that entices people to come to a given region. You talk about places like Whistler, where they want to go skiing there, but there are a lot of spin-offs to that. You know you go there and there are all these different shops, all this, that and the other thing and there are all these packaged things to do other than skiing.

Even if you go to Las Vegas people go there to obviously gamble, but when you get there there is all these packaged tours to get out into the backcountry. There is all these other packaged to do other things in Nevada. Nevada has more than just gambling it has a whole host of things and once people get there of course you can only gamble so long before you either are broke or you are tired of it. But the point here is that you have to have a world class feature, something that captures the imagination and the intention of a wide cross section of people that makes them want to go there.

Now we have been pretty much resting on our morals on our history. Collectively, history like you know the Gold Rush 1898, the highway and those are very good historical things, but as a history buff myself I can tell you in many conversations that I have which most people are quite yawning very quickly, not as many people are enticed by history like me. Most people like other stimulation that they need. So what I think what we need to do is to appeal to what is emerging.

Currently the Council for Yukon First Nations is a member of the Arctic Athabaskan Council, which I am fortunately the International Chair. Which represents 65 communities in the Yukon, Alaska and the Northwest Territories. Now we work in partnership with other indigenous peoples across the world and particularly around the circumpolar world. In Russia and in the Scandinavian countries. What is interestingly about that is also our representation through that form, because we are dealing with things like indigenous rights, sustainable development, global climate change, etc.

Now what's interesting about our engagements both at the Arctic Council level and at the United Nations level, in our dialogue on the subject matter with other countries is that increasingly, and this is very unfortunate for us as the human race, ecologically for this planet, natural areas that are relatively untouched, the virgin lands are decreasing. At an ever rapid rate all around the world, we live in an area where it is relatively untouched. Yes we have had all these economic drivers that is why most of us live here, people are going to want particularly not just now but also increasingly over the future to experience it.

I also am part of a national committee called the National Rule Advisory Committee with the Secretary of State, looking at this major population shift from rural Canada into urban Canada. It's a global phenomenon, it's not just something that happened in the industrial age back in the 1800's. It continues today and it's picking up speed again with modern communication systems and technologies and so forth. So we need to be able to find a method upon which to get people to come back to the rural areas such as ours. If I could be so bold as to suggest that Whitehorse is a rural community, I know we like to think we are very metropolitan but we are actually quite small. This entire territory is a rural area.

We have heard the last little while that people are moving away and moving away. How do we get people to want to come, how do we get people to want to visit us to spend sometime with us, we are willing to share what we have here. I suppose what I am trying to get at is we whole-heartedly endorse this thing.

I see this project deals with a lot of critical features, which we are trying to advocate, or which we are advocating for now. Long term sustainable economic development within local communities that provide for not only personal wealth but for own source revenue generation, for local governments, as well as regional governments, looking at the opportunities to share our culture and not have our culture exploited, an opportunity to partner to build new relationships with other businesses (like the standing one with White Pass) and the creation of new opportunities. Not only for our people but also for all resident Yukoners.

I see this as an opportunity of forging ahead in a system of governance that isn't tried anywhere else in the world. This major initiative has the potential in my mind to create an opportunity for the initial partners in this project to expand beyond their initial partnership. Once people get here, we have an entire territory and region with all kinds of ecological and biological that are unique to this place and this place only. No place else in the world.

And we have the opportunity, if you can get them here you can partner with the other First Nation Communities and other orders of government and other businesses in this region to say, 'hey how can we put together some good packages so that they are staying for two weeks and have a week to burn, so how do we get them somewhere else?' Very important and I see this as an excellent opportunity for us to see for the first time in our history that not only do we not miss the boat as indigenous people but we are actually co-pilots in the ship that is going down that stream.

That is very encouraging, very encouraging for all our children, but I also think it creates some opportunity for long term success. I know it seems like I am all over the page but sometimes my work can put me all over the page. Hopefully I can put together some points that made some relative sense. But I do want to encourage you to continue on and you have the whole hearted support of my entire council and all the First Nations in this region at your request to assist you and advocate in all those international arenas that we have a standing presence in.

We have an opportunity through CYFN and Artic Athabaskan Council because we have international audiences that were are dealing with, to help you promote what you are doing. Not only in forums like this but we also have engagements with orders of government, we have an MOU with the Federation of Russia. If you come into my office there is a picture of me sitting with a whole group of brown people and they look just like aboriginal people of North America but that picture was taken in Moscow. It was taken in Moscow and they weren't indigenous governance leaders, they were business leaders in Russia who wanted to forge a partnership, who are still desirous to forge partnerships with the indigenous people here in this region.

I meet with international business people all the time in my engagements so I want to commit to you that we are prepared to do what we can to help promote and forge new partnerships not only in this country but around the world. And I think that we can do it because believe me going over to those parts of the world there is not that much, they have really had a major impact on their environment and it is noticeable. When they come here they are awestruck and I think you have the opportunity to do something well. Good luck on you endeavors.

Masi Cho

## White Pass & Yukon Route

### **Vice-President of Marketing and Planning Michael Brandt**

I am actually here today on behalf of Gary Danielson our president who can't be here today. On his behalf I would like to say thank you and welcome to everybody. I would like to direct your attention to his letter that is in everybody's package; I think that clearly conveys his message.

Our job today is to facilitate progress; action on what we clearly see is an opportunity in the Carcross Southern Lakes Region. So we were very happy to partner with CTFN, engage the sponsorship of Yukon Government and other Yukon business people to help bring this forum together. We are not here to preach to you today. In fact, our role is just to facilitate this forum to get everybody's input, to get everybody to get the same information, to get on the same page, make the contacts and start working together.

In the sharing information portion which will come up next after the brief multi-media presentation which we think will provide the context to this session, you'll see White Pass in there, you'll see CTFN in there. All I would like to do is share our sense of commitment and our sense of enthusiasm about an opportunity that is on the horizon. We'd like to engage all of you who are stakeholders. Everybody has a role to play in this and working to score some progress today by getting everybody's input, ideas and a commitment to action today.

Thank you.



## Minister of Tourism & Culture

### Elaine Taylor (Read by Southern Lakes MLA Patrick Rouble)

Good Morning everyone, Elaine's misfortune for not being here this morning is certainly my fortune, because it is indeed an honor and a privilege to come here today and talk to you about how we can all work together to make Carcross a destination and a better place.

Elaine will be here a little later; unfortunately she is running a bit late. I would like to welcome everyone here today, our Elders, our people from Carcross, the people from Alaska, and the people from British Columbia. It's indeed exciting to see that everyone here is focused on making a positive difference in the economic development in the community of Carcross and the entire Southern Lakes. Working together to make sure that our community prospers, that our businesses prosper and that we as individuals prosper.

This past summer an agreement was signed between the Carcross/Tagish First Nation and the White Pass & Yukon Route. The agreement outlines some common goals for future tourism and cultural development in the Carcross area. The agreement holds much promise for the area and our governments, our businesses and our people. I would like to recognize the role of the White Pass and Yukon Route and the Carcross/Tagish First Nation in bringing this impressive group of people together — people from business, tourism and the cultural communities to develop a collective vision for destination Carcross.

I know there is a certain level of excitement amongst this and certainly an awful lot we can talk about. For those of you that don't know my background, in the past I was working with people like you or other young entrepreneurs to develop business plans, to get the business going, get it up off the ground and get it running. I am incredibly excited about this and I could talk about this all day. We need to build upon that excitement.

Stimulating the Yukon's economy is accomplished through progressive new initiatives such as this Summit. Growing our economy will lead to prosperity in our communities. I believe that you all share the vision of a healthy and progressive regional economy that in time will contribute to strengthen the Yukon's economy, culture and international appeal.

This is just the beginning, this Summit is a catalyst for bringing people together to discuss the structure and the future that a greater Carcross community can have. It is important to not let this momentum slow. Keep talking, keep discussing, keep coming to Carcross, keep sharing your ideas, keep trying new things and keep implementing things.

The topics listed in the agenda are all extremely important for the future of the Carcross region, our business and all of us. It is fitting that you have experts here from a wide variety of disciplines offering their views and suggestions on the ways to success. It's a rare occasion that we have the benefit of all of this expertise in one place exchanging ideas and recommending solutions and identifying new options for the implementation.

Already this summit is a success, you are all starting to talk to each other, and you are all starting to plan for things in putting ideas together. For your workshops today, if I could offer a little bit of advice, if I could put my old teacher and consultant hat on and be honest, say what is on your mind, talk out some ideas. We have got some great ideas that will differentiate us from the rest of the world. Let's talk about them, let's put them into practice and let's work together on this vision and lead us towards success and prosperity.

Thanks very much and have a wonderful day.

## Yukon MP

### Larry Bagnell s Message (read by Bill Forsythe)

On behalf of the federal government I would like to congratulate all the partners in this initiative including Carcross/Tagish First Nation, White Pass & Yukon Route and the Yukon Government. For such a world-class project development opportunity these types of partnerships are essential in giving Yukoner's an opportunity of success in competing with other world-class tourism and cultural operations around the globe.

I have assisted CTFN with some meetings in Ottawa and will continue to do anything I can to assist CTFN with the project that has so many potential benefits to the Yukon and to Canada. I wish you all today, guidance from whatever great spirits you have personally to come up with a creative solutions and goodwill necessary to make this summit successful and the Four Mountains project a reality.

Gunalchise,  
Larry Bagnell  
Yukon MP



## Larry Bagnell Speech

I have been asked to do just a bit of a summary for the day and I just wanted to make a couple of points. The Yukon has got to be one of the hardest constituencies in the country to represent because everyone is so far apart, so diverse you know. And that could be very divisive in society, what you have proven today is that it is not. And I have to really congratulate Terry-Lynn for getting so many people here, but we sometimes forget that we are here and how big and important the Yukon is.

When you think of the world we are competing with, we are very small compared to the hundreds and millions of dollars that are working against us to market for people for destination tourism areas. If we are divided and work against each other, we don't have a chance of competing in that bigger world. So I really have to congratulate first of all White Pass and CTFN for understanding the importance of two entities that are so distinct in their interest and the importance of that partnership. These two groups deserve a great deal of credit for leading the way in the partnership and then all of you for having followed up on that base.

When I came into this room I was so excited by the diversity and quantity of the delegates, all working together to succeed are here today. In the vision session, I don't want to recap the whole thing but I just want to make three points that came up with several different groups. First of all that the plan has to be good for the long term for future generations and for the youth, and that is obviously important to its community that it's sustainable. The second was about the culture; just fantastic First Nations cultures that we have here in the Yukon are such a great selling point. The life of a trapper or life of the items in First Nations culture are so unique and spectacular to put that before the world will be so fantastic.

The third point that I found most interesting and exciting and it came up more than once, was the First Nation characteristic of sharing. It's a different kind of culture in the way they share and the people have brought that forward today as an element of the attitude that could help and set apart this project. One of the best marketing tools for most customers is from word of mouth and imagine if you could get that across in this project.

Then people go back and they tell about, in their home countries, the unique sharing experiences they had at this particular resort. It will just draw people from around the world.

To just sum up in the action plan session we just had, to bring full circle to where I started on partnerships, once again several of the groups came up with the continuing partnerships made today and some future action plans. They talked about regional land use planning and all of which reflect the diversity of interests that are needed, both for success and to enhance the whole Carcross destination area. So, congratulations to everyone because what you have shown today is that when everyone works together the Yukon can be successful in a very competitive world.

Merci  
Gunalchise



# WHITE PASS & YUKON ROUTE

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October 24, 2003

Dear Carcross Summit Delegate:

Welcome! Thank-you for identifying yourself as a stakeholder in addressing business development opportunities in the Carcross area and investing your time towards a collective vision and action plan.

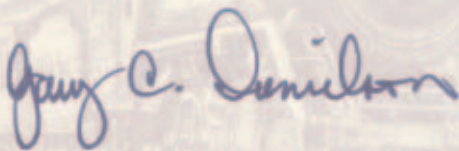
We're pleased to co-host this Summit with our friends from the Carcross/Tagish First Nation (C/TFN) and do it with the support of the Government of Yukon. I am confident that Carcross is on the verge of a bright new future. The uniqueness of Carcross, complemented by "Brand Yukon" is poised to capitalize on emerging markets for authentic First Nation cultural experiences, history and accessible unspoiled wilderness.

By signing and implementing our Memorandums of Understanding with both C/TFN and the Government of Yukon, we've experienced the commitment and leadership of Chief Carvill, Premier Fentie, Minister Taylor and MLA Patrick Rouble for a Carcross that's a vibrant, sustainable tourism destination. But we can't do it alone. We need your help and active involvement.

The Carcross of tomorrow is going to be built on partnerships which will invest in infrastructure and human resource development to develop new products to go after new markets. The opportunities appear to be there – we need to collectively rise to the challenge.

Though I can't be with you for the Summit, I've already committed the White Pass & Yukon Route to building on the outcomes of this Summit.

With thanks and best wishes for a productive session,



Gary C. Danielson  
President  
White Pass Group of Companies

# CARCROSS / TAGISH FIRST NATION



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On behalf of the Carcross/Tagish First Nation I want to welcome everyone to the Carcross Summit. We are very proud to be working with our partner, the White Pass and Yukon Route, to host this event to bring together many interested stakeholders that want to help shape the vision and action plan for a sustainable tourism economy in the Carcross area.

Over one hundred years ago, the Klondike Gold Rush brought many people to the Yukon. These people were forever changed by their experience, both the journey here, life in the gold fields but also by their interaction with the self-confident and powerful Tlingit and the helpful First Nation people of the inland.

We at C/TFN want to continue to play a vital role in bringing new people and products into the Yukon through the development of a sustainable tourism economy. We want to work with other partners to see that the best products and experiences are provided to these people. We plan on doing this for many generations and must work together to shape the future and make sure it meets our needs here and the needs of the visitors.

C/TFN needs to take a strong leadership role in this economic initiative but we cannot do this alone. This Summit is important as it brings together many interested people that will help develop strategic alliances, actions and processes that work to enable economic development.

I want to thank the Yukon government for its support of this event and to all the sponsors who have helped make this possible.

I wish you all a great session and on behalf of the C/TFN people thank you for your participation.

Gunalchise

Kha Sháde Heen  
Andy Carvill



Office of the Minister  
Box 2703, Whitehorse, Yukon Y1A 2C6

October 24, 2003

Welcome Delegates.

On behalf of the Yukon Government I would like to thank you for your participation in the Destination Carcross Summit.

On August 1<sup>st</sup> an agreement was signed between the Carcross Tagish First Nation and the White Pass and Yukon Route which outlines common goals for future tourism and cultural development in the Carcross area.

This summit is the part of the commitment to seek opportunities for the Carcross area. The government recognizes the role of the White Pass and Yukon Route and the Carcross Tagish First Nation in bringing people from the business, tourism, arts and cultural communities together to develop a collective vision.

Destination Carcross is about working together as partners to define the future of the whole area surrounding Carcross as well as the community itself.

I believe that we all share in a vision of a healthy and progressive regional economy. We are here to look at solutions that will help realize the vision for the Carcross region. The proposed solutions from this summit may also be applied to other areas and communities to the benefit of our larger regional economy.

I look forward to the results that will come out of this summit and the solutions you propose to create a dynamic and prosperous Carcross.

Sincerely,

Elaine Taylor  
Minister of Tourism and Culture

