



Integrated Community Sustainability Plan



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Integrated Community Sustainability Plan

Part I: Overview and Instructions





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General Introduction

Yukon communities and governments have long understood the value and importance of proper planning. In a changing world, the importance of considering the impact that individuals, communities, businesses and society in general have on our environment is increasing. However, trying to manage our environment in a sustainable way should not be considered in a vacuum. We must ensure that we consider economic, cultural and social sustainability as we try to address the environmental footprint that we leave on the earth.

The New Deal for Cities and Communities is the latest attempt by Canada and its partner governments to provide the programming and tools required to turn planning into action. The Transfer of Federal Gas Tax Revenues Agreement (the Agreement) is the latest and most locally oriented component of the New Deal. A full account of the Agreement and how it will be implemented in Yukon is offered later in this document.

This document is a key component of the Agreement, wherein Yukon commits to develop an Integrated Community Sustainability Template for Yukon communities and governments. In keeping with the cooperative approach enshrined in the Agreement, Yukon has developed this template in cooperation with the Council of Yukon First Nations (CYFN) and the Association of Yukon Communities (AYC).

The funding under the Agreement is primarily available for sustainable infrastructure, and as a result, this template has a strong focus on infrastructure. This focus should not be seen as limiting the contents of the sustainability plans. Rather, the infrastructure components of the template should be seen only as the minimum requirements. In addition to the four pillars of economic, environmental, social and cultural sustainability, Integrated Community Sustainability Plans may include many other aspects such as arts, recreation and leisure, and learning.

Communities and governments are encouraged to define for themselves, what makes up a sustainable community. The more comprehensive the sustainability plans are, the more informed the infrastructure investments will be.

The Northern climate presents locally specific design challenges that have always been met with innovation. And the distance of every community from large urban centres leads to increased costs and pressure to develop local alternatives that save money, create jobs and build capacity.



Still, all Yukoners know that there is room for improvement – in planning and design, in cooperation between governments and in engagement of citizenry. And we all recognize that by improving in those areas, we can ensure that future infrastructure projects meet community needs, while fostering economic opportunities, preserving cultural identity and minimizing negative environmental impacts. In short, Yukoners are striving to adopt and implement locally appropriate Sustainability Principles in all current and future infrastructure development.

This template is at the core of the Agreement, as it will be the primary tool for communities to plan future infrastructure and set out priorities for future projects to be funded with Gas Tax funds. This template has been designed to be **Simple** in its structure, **Clear** in its intent, **Useful** for every community and **Holistic** in its approach to planning.

Simple

This document is designed to be a public statement of a community's vision for a sustainable future and its infrastructure planning and priorities. As such, it needs to be simple enough so that all residents find it accessible, while remaining specific enough to be a useful planning tool for professionals, councils and consultation participants. With such a varied spectrum of users, simplicity is key to ensuring that all citizens are comfortable with the document and that all those who participate in the plans development understand their role and are able to provide meaningful input. To meet this goal, every component of the template includes a narrative explanation and questions and charts have been designed to be as accessible as possible. Also, efforts have been made to make the language as straightforward as possible.



Clear

To be a useful community document, this template must be clear in purpose, design and process. Every community will face its own local challenges in developing a sustainability plan, and working with this template should not add any difficulty to that process. Each section is fully explained, easily adapted to local use and designed to be as straightforward as possible. The review and approval process for these sustainability plans is also explained in this document. If for some reason, a community plan is not approved by peers on the Review Committee, the template process calls for a clear explanation to be provided and clear direction given on how to improve the plan and get it approved within 60 days.

Useful

This document will play a direct role in determining how communities spend the funds provided for infrastructure development under the Agreement. However, the goal is to develop a sustainability plan that can become a component of a community's larger development. Many communities already have long-term development plans that are updated regularly. It is hoped that this document can become a part of that larger process and that wherever possible, the principles expressed in this document can be applied on a broader scale. To ensure that is possible, this document attempts to help communities articulate the full context of community development, including areas and facilities not specific to the parameters of the Gas Tax deal.



Holistic

While infrastructure is a very specific development area, the approach to planning for it cannot be done in a vacuum. For infrastructure to serve a community well and enhance and improve living standards, it must be planned and developed in the context of broader community values and needs. This template is designed to ensure that happens, by providing checklists, work pages and processes that encourage communities to take a full account of local resources and needs.

Equally important to how this document is developed is how it will be maintained over time. Communities and governments all have existing planning documents that go through a regular review process. That constant review and renewal is a safeguard against plans becoming outdated and losing value as a planning tool.

The Gas Tax deal is a ten-year deal and these sustainability plans are designed to be useful for the full term of the Agreement and beyond. Every community's plan will be a public, living document that will go through a full update and review every two years.

As a part of that review the plan will grow, as new opportunities and challenges emerge, and projects are described in detail and added to the inventory of existing infrastructure. In its initial stages, there may be elements of this document that remain blank. Over time, however, these sections will be developed as tools for evaluating progress, demonstrating community gains and measuring incremental benefit.

In a document that attempts to do so much, there is always potential for revision and improvement. Just as individual plans will be living documents, this template will go through reviews whenever the Review Committee and its members feel it is appropriate and required.

As with all community processes, the real long-term value of this document will be best measured at a local level. If residents feel empowered by the planning process, if sustainability principles become ingrained in our planning processes, and if future infrastructure development contributes to a more sustainable future, then all Yukoners will all share in and benefit from the local successes that flow from this process.

Good luck to you and your community as you begin or continue your own quest for a thriving, sustainable community.



Section One – The Agreement

1) The Gas Tax Deal Overview

The Gas Tax Agreement is part of the larger New Deal initiative launched by Canada in 2002. Previously, Canada and Yukon negotiated and announced separate Municipal Rural Infrastructure Fund and Canada-Yukon Strategic Infrastructure Fund agreements. Those agreements are application driven infrastructure funds designed by Canada and Yukon to provide joint-funding to targeted initiatives.

While beneficial for communities across the territory, these funds did not address all of the infrastructure needs in the territory. Specifically, these funds were allocated on a competitive, application-driven process. Local Governments, including First Nations and Municipalities, have been asking for a direct funding source, as a part of the New Deal. The Gas Tax Agreement addresses this request.

Yukon has taken on the administrative and reporting requirements associated with the complex fund, and as such, Yukon has set up the Agreement in a way that affords it the necessary control to ensure that annual reporting is possible. Yukon's approach throughout this Agreement is to provide as much local control as possible, while ensuring Yukon is in a position to meet its obligations to Canada.

1. INTRODUCTION TO NEW DEAL PRINCIPLES

The New Deal for Cities and Communities is a federal program based on the principles set out by the federal government, when the program was announced more than two years ago. They are:

- a. **Respect for jurisdiction:** Respect for the jurisdiction of Yukon over municipal institutions. The desire to recognize Canada's contribution to cities and communities in Yukon. The commitment of Canada and Yukon to recognize the merit of partnerships across all levels of government to support the New Deal.
- b. **A flexible approach:** A flexible approach regarding the intra-jurisdictional allocation and the delivery mechanism to be used by Yukon to flow money to municipalities and the nature of municipal involvement and the nature of the territorial contribution.



- c. **Equity between provinces and territories:** Ensuring that the inter-provincial/territorial allocation is as close as possible to a per-capita basis while respecting the need to have an adjustment for the smallest jurisdictions.
- d. **Promote long-term solutions:** The principle that Canada is making a 5-year financial commitment with the gas tax but negotiating 10-year gas-tax agreements, with a clause for a review after four years.
- e. **Transparency:** The commitment to put in place an open and transparent governance process for the purposes of implementing this Agreement and selecting projects for funding.
- f. **Regular reporting to Canadians:** Canada will use federal mechanisms to report on outcomes through the New Deal. Yukon will employ its own mechanism for reporting within its jurisdiction.

These principles must be considered at every stage of the New Deal's implementation. These principles will also generate expectations and obligations for all governments, many of which are spelled out in this Agreement.

2. CANADA COMMITMENTS/OBLIGATIONS

The Agreement contains a full account of Canada's commitments. This summary is an attempt to capture the most salient points.

Canada agrees to provide the funding, as set out in the allocation formula discussed further on in this document, and based on year-by-year approval of the annual federal budget. That is, if there is no approved funding in an annual federal budget, there will be no funding. If an amount is approved, it will be at the level set out in the allocation formula.

Canada will also ensure that these funds do not lead to reductions in other infrastructure commitments, will work to facilitate co-operative relationships between governments and will continue to meet its obligations to First Nations.

Canada also agrees to participate in the Oversight Committee.



3. YUKON COMMITMENTS/OBLIGATIONS

The Agreement contains a full account of Yukon's commitments. This summary is an attempt to capture the most salient points.

Yukon agrees to continue to provide Comprehensive Municipal Grants to municipalities, to not reduce, eliminate or clawback any Municipal Infrastructure funding, and continue to work with unincorporated communities on governance issues to enable all Yukoners to have a say in the future development of and investment in their communities.

Additionally, Yukon will take on significant duties related to reporting, administration and facilitation, as required by Canada, including:

- a) Include the Eligible Recipient Requirements in any Funding Agreement and enforce all terms and conditions of Funding Agreements in a diligent and timely manner and seek remedies from non-compliant Eligible Recipients;

- b) Develop a template for Integrated Community Sustainability Plan for use by all Eligible Recipients by November 1, 2005. The template will, among other things, require communities to set out priorities and targets for projects to be funded through this portion of the New Deal for Cities and Communities.
- c) Over the life of the Agreement, ensure the development of Integrated Community Sustainability Plans by all Local Governments, Yukon First Nations and Yukon, on behalf of unincorporated communities;
- d) Will enforce all required reporting to Canada based on reporting received from Eligible Recipients;
- e) Participate in Oversight and Review committees.



4. ELIGIBLE RECIPIENT COMMITMENTS/ OBLIGATIONS

Throughout this Agreement, the term Eligible Recipient is used to describe a body that is eligible to receive funding under the New Deal. It is a term taken from the Agreement and is used in this document for consistency.

As well, the terms Local Governments and municipalities are deemed to be interchangeable, in order to be consistent with the terminology used throughout the Agreement.

The Agreement contains a full account of Eligible Recipient commitments. This summary is an attempt to capture the most salient points.

All Eligible Recipients agree to develop Integrated Community Sustainability Plans with funds from the Planning and Capacity Building Fund. This plan is to be completed before any Eligible Recipient can access funding under the Community Works Fund. Integrated Community Sustainability Plans must include a demonstration of joint-planning between Eligible Recipients that coexist in the same general community.

Eligible Recipients will also be required to ensure that all funds are expended only on eligible expenses for eligible projects, and that full reporting, as required by Yukon on Canada's behalf, will be provided on an annual basis.

Eligible Recipients will also live up to any obligations set out in the contribution agreements required to access funding under the Community Works Fund.

Participation in the Oversight and Review Committees, through appointed representatives, will also be required.



5. HOW THE NEW DEAL WILL WORK IN YUKON

Yukon is the third jurisdiction in Canada to sign a New Deal Gas Tax Agreement. The Agreement includes a locally designed delivery mechanism, based on other existing programs, information from other jurisdictions, and realities surrounding Yukon’s special circumstances.

Allocation:

The full territorial allocation over the first five years of this Agreement is:

| FISCAL YEAR | CANADA’S CONTRIBUTION |
|--------------|-----------------------|
| 2005 – 2006 | \$4.5 million |
| 2006 – 2007 | \$4.5 million |
| 2007 – 2008 | \$6.0 million |
| 2008 – 2009 | \$7.5 million |
| 2009 – 2010 | \$15.0 million |
| TOTAL | \$37.5 million |

Municipalities, First Nations and Yukon (on behalf of unincorporated communities) will all share in that general allocation.

Within Yukon, the allocation between Eligible Recipients will be:

- Local Governments (municipalities)68%
- Yukon First Nations25%
- Yukon (on behalf of unincorporated communities) 7%

The Agreement provides for opportunities for municipalities and First Nations to determine intra-allocations among recipients.

For First Nations, Chapter 19, Schedule A of the Umbrella Final Agreement is the default intra-allocation, if Yukon First Nations cannot agree to an alternate allocation by November 1, 2005.

For municipalities, the same deadline of November 1, 2005 to determine an intra-allocation applies.



Oversight and Review Committees:

The Oversight Committee is a component of all Gas Tax Deals, and includes representation from municipalities, First Nations, Yukon and Canada. This committee's primary roles are related to dispute resolution, discussions of future New Deal developments and overall oversight to ensure New Deal principles are met by all parties.

The Review Committee will be made up of six individuals, two from Yukon, two AYC-designated representatives and two First Nation representatives. Yukon shall sit as chair of the committee. The committee will oversee administration of the two funds and review and approve the Integrated Community Sustainability Plans.

Funds:

The *Planning and Capacity Building Fund* will provide all Eligible Recipients with up to five per cent of their individual allocation to be put towards development of an Integrated Community Sustainability Plan, to be based on the Yukon-developed template.

Once completed, the plans will be forwarded to the Review Committee for review and approval. If approved, the Eligible Recipient will now be able to access the remaining funds available under the Community Works Fund.

If a plan is not approved, there is a process in place to aid the Eligible Recipient to address the plan's shortcomings. No additional funding beyond the initial five-per-cent allocation will be provided for development of the plan and no Eligible Recipient can access any funds under the Community Works Fund until a plan is approved by the Review Committee.

Among other things, the plan will include a list of priorities and goals that will be used as a blueprint for New Deal Gas Tax-related spending.

The *Community Works Fund* is a project specific fund that will accumulate, on behalf of each Eligible Recipient, within a separate fund set up by Yukon.

Once an Eligible Recipient has completed an Integrated Community Sustainability Plan, an Eligible Recipient will choose a project listed under that Plan and which meets the program eligibility criteria and bring a proposal forward, including business case, Environmental Assessment and other requirements, to the Review Committee. The Committee will assess the project to see if it meets eligibility requirements.



Once the project is approved in principle, the Eligible Recipient will negotiate a Contribution Agreement between itself and Yukon that will set out reporting requirements and a schedule of progress payments to ensure timely completion of the project. The progress payments are required to ensure that adequate financial reporting is in place, so that Yukon can meet its obligations to Canada.

Where Yukon is the Eligible Recipient, an annual disclosure of the project expenditures will be provided to the Review Committee for review.

6. ELIGIBLE PROJECTS

Gas tax funds will support environmentally sustainable municipal infrastructure to help ensure cleaner air, cleaner water and reduced greenhouse gas emissions. Eligible project categories include water and wastewater management, solid waste management, community energy systems, public transit, and active transportation infrastructure (like bike lanes), local roads, bridges and tunnels that enhance sustainability outcomes. Funding can also be used to help municipalities build the capacity to plan more sustainable communities.

Eligible Projects will be limited to:

- a) Public transit;
- b) Water, such as drinking water supply, purification and treatment systems, drinking water distribution systems, water metering systems;
- c) Wastewater, such as wastewater systems including sanitary and combined sewer systems, and separate storm water systems;
- d) Solid waste, such as waste diversion, material recovery facilities, organics management, collection depots, waste disposal landfills, thermal treatment and landfill gas recuperation.
- e) Community Energy Systems, such as cogeneration or combined heat and power projects (where heat and power are produced through a single process), district heating and cooling projects where heat (or cooling) is distributed to more than one building.
- f) Active transportation infrastructure (e.g, bike lanes), local roads, bridges and tunnels that enhance sustainability outcomes.
- g) Building system improvements that promote significant energy efficiency improvements or utility.



Capacity Building will also be funding under this program. Capacity Building includes the following activities:

- i) Collaboration: building partnerships and strategic alliances; participation; and consultation and outreach;
- ii) Knowledge: use of new technology; education and training; research; and monitoring and evaluation;
- iii) Integration: planning, policy development and implementation (e.g., environmental management systems, life cycle assessment).

Capacity building initiatives will be limited to collaboration, knowledge and integration activities related to a specific approved infrastructure project or to an existing infrastructure project that would have been considered eligible. For example, if a community receives funding to upgrade a sewage facility, funding will be available to train an operator to run the new system.

In future versions of this ongoing program, the list of Eligible Projects may change to reflect the changing needs. Those decisions will be made through discussions at the Oversight Committee level.



2) Integrated Community Sustainability Plans and Sustainability Principles

As mentioned above, Integrated Community Sustainability Plans are an integral part of the Agreement. These plans are part of a broader shift toward infrastructure planning that includes attention to “green” and sustainable principles.

For smaller urban centers and rural communities, like those found in Yukon, this shift is particularly important. Northern jurisdictions have long struggled with rising design and construction costs and human resource and training gaps. By requiring sustainability plans as a condition of Gas Tax funding, Yukon, Canada, First Nations, and Municipalities are taking a cooperative approach to finding solutions to these long-standing issues.

Integrated Community Sustainability Plans

As discussed in the Overview section, these sustainability plans are a requirement of the Gas Tax Agreement, in recognition of the “green infrastructure” focus of this funding.

The Agreement defines these sustainability plans as *a long-term plan, developed in consultation with community members that provides direction for the community to realize sustainability objectives it has for the environmental, cultural, social and economic dimensions of its identity.*

At the core of that definition is the recognition that our rural communities face locally specific issues related to realizing sustainability objectives and developing and maintaining infrastructure. Over time, all Yukon communities have discovered the value of proper planning to minimize those locally specific challenges. *Yukon’s Municipal Act* requires that all municipalities develop and maintain an Official Community Plan. First Nations also have a long history of developing local capital and infrastructure plans focused on ensuring that sustainability goals are enshrined in infrastructure development.



This template was developed to help guide communities and First Nations in a process to define their own sustainability principles and goals while allowing the incorporation of existing documents and related expertise. This should result in one core document that will define a sustainable vision for our communities, while helping guide future infrastructure investments, and encouraging communities to share local knowledge with each other.

By integrating existing knowledge and expertise and building on that strong foundation, Yukon communities and governments will be taking a leadership role in preserving our Northern environment and identity, while ensuring that community living standards will be maintained over the long term.

With those goals in mind, Yukon has developed this template, as required under the Agreement. It is designed to be as simple, useable, clear and inclusive as possible, while meeting the requirements of the Agreement.

Each Eligible Recipient is required to use this template to develop an Integrated Community Sustainability Plan that can be submitted to the Review Committee before any project-specific funds are released by Yukon.



Sustainability Principles

As defined in the Agreement, every community's Sustainability Principles will address the environmental, cultural, social and economic dimensions of a community's identity. Below are the basic underlying principles of this template. Communities are free to adopt these principles as their own, or to find more locally specific ways to articulate the intention of these principles. Whatever sustainability principles a community adopts, they will address the following concepts:

- **A self-reliant community capable of maintaining its population and maintaining infrastructure through local funding.**

Yukon communities are always at risk of losing capacity, cultural depth and self-reliance, if populations begin to fall. Rising infrastructure costs can trigger that damaging population decrease, if costs exceed ability to pay. Communities should develop infrastructure that will support those who currently live in the community, make the community more attractive for prospective residents, while not imposing a significant financial burden on individual residents.

- **Infrastructure that respects and enhances the community's cultural identity.**

All development serves the community best when it is respectful of the community's cultural identity. Proper planning can ensure that cultural landmarks are preserved by ensuring that cultural values are a recognized part of the planning process. As such, all infrastructure development should be culturally appropriate, in design, placement and overall approach.

- **Infrastructure development that preserves and enhances bio-diversity and our natural environment.**

Every Yukon community is blessed with a spectacular setting and a strong link to the surrounding environment. Infrastructure has the potential to be a boon to community development and living standards, while also reflecting a clear commitment to preserving that relationship with the natural world. As such, all infrastructure planning exercises should include a clear assessment of potential environmental impacts, identification of mitigation measures and evaluation of opportunities to use infrastructure to reduce environmental degradation.



■ **Public infrastructure that meets basic needs, while generating economic opportunities.**

The ability to provide residents with basic infrastructure is tied directly to economic activity. Jobs, responsible development and business opportunities all provide the community with the funds and expertise required to plan, build and maintain community infrastructure. As such, public infrastructure planning and development should include consideration of potential economic activity and the infrastructure requirements to enable that activity.

■ **Consider the effects of infrastructure development on other communities, and where possible, include other affected populations in the planning process.**

Most Yukon communities are linked through river systems and other natural facets of the natural environment. Due to these close ties, development that occurs in one community often directly affects another community. As such, all infrastructure and planning exercises need to include an assessment of “downstream” impacts, and wherever possible, bring other affected communities and governments into the planning process at the outset.



Section Two – The Process

Integrated Community Sustainability Plans will be a major component of community and infrastructure planning for every community and government in Yukon. These plans will not replace Official Community Plans, capital plans or other community planning tools, but they will help officials synthesize those various planning tools into one document that is appropriate for the Gas Tax Agreement.

While these plans are a positive step for all community planning initiatives, each community may face its own specific hurdles in creating useful sustainability plans that fit their local needs. To help that transition move smoothly, a clear but flexible process has been set out to develop your own plan.

1) Requirements and Approvals

The Agreement sets out several basic approval elements for the sustainability plans, including:

- a) Develop an Integrated Sustainability Plan before receiving any funding from the Community Works Fund;
- b) Use this template as the basis for the sustainability plan;
- c) Develop the plan through a public consultation process;
- d) Demonstrate that cooperative efforts have been made between governments that share an affected land and population base;
- e) The plan must identify and justify priority projects which are Eligible Projects, as defined under the Agreement;
- f) The plan must be long-term; and,
- g) The plan must address the sustainability principles as set out in this template.



Once a community develops a sustainability plan that plan enters the approval process, which includes the follow steps:

- a) Approval of the plan by the First Nation or Local Government at a regular or special meeting;
- b) The plan is submitted to the Review Committee to be reviewed at the next scheduled meeting ;
- c) The Review Committee will review the plan to ensure that it meets all of the criteria set out above;
- d) The Review Committee will either approve or reject the plan;
- e) If approved, the First Nation or Local Government will be notified and the process for applying for project funds under the Community Works Fund can begin;
- f) If not approved, the Review Committee is required to supply the First Nation or Local Government with clear direction on how to improve the plan and make it acceptable; and,

- g) Upon being given the Review Committee's comments, the First Nation or Local Government has 60 days to return to the committee with a revised plan.

Upon receipt of approval for the plan, First Nations or Local Governments will submit proposals for projects to the Review Committee. If approved, the First Nation or Local Government and Yukon will enter into a project specific Contribution Agreement to enable the release of community funds from trust.



2) Community Consultations

Community consultations are a vital component of these plans. Just as the Gas Tax Agreement sets out a shift towards direct community funding, it also envisions increasing public participation in determining how those funds are to be spent.

As such, each community will need to demonstrate that it has done several things, as condition of plan approval:

- a) Hold at least three public meetings, all three of which can be regular meetings of the organization. However, holding **at least** one independent, separate meeting is encouraged;
- b) Advertise each public meeting in two successive weeks, where the final advertisement runs at least seven (7) days before the meeting;
- c) Make the plan publicly available and readily accessible, in all its drafts, at least one week before any scheduled meeting where the plan will be discussed;

- d) Provide at least two methods for public input, either directly through meetings or through written submissions;
- e) Must share all comments and submissions, as a part of the public review process (may remove any personal information from submissions); and,
- f) Must approve plan at a regular or special meeting of the First Nation or Local Government where the public is able to attend.

If all of these conditions are met to the satisfaction of the Review Committee, then the consultation requirements of the plan will be deemed to have been met.



3) Use of Existing Documents

Most Yukon communities and governments already have planning tools and those tools will likely be very useful in developing these sustainability plans. To ensure that there is no excessive duplication, these templates include an appendix where existing documents can be attached.

All sections of the template must be filled out. However, if there are elements of existing plans or tools, those elements can cut and paste into this plan, as long as they are identified as being from a specific planning document and that document is appended to the plan.

Acceptable existing documents include:

- a) Official Community Plans;
- b) Five-year (or longer) capital plans;
- c) Infrastructure Development plans;
- d) Sustainability Plan;
- e) Any other plan/document that can be demonstrated to meet the requirements of this template.



4) Bi-annual Review

These plans are intended to be living documents that will be adapted to changing circumstances and shifting community needs. As such, these plans will be subject to bi-annual (once every two years) review by the Review Committee.

The bi-annual review process will include:

- a) The Review Committee will send a notice to First Nations or Local Governments at least three months prior to review date;
- b) The First Nation or Local Government will respond with a timeline for bringing the document back to the committee for review;
- c) The First Nation or Local Government will be required to demonstrate that the plan has been changed to reflect any progress or change in priorities and goals;
- d) The First Nation or Local Government will have to pass the revised plan at a regular or special meeting where the public is able to attend;

- e) Upon approving the plan, the First Nation or Local Government will submit the plan to the Review Committee; and,
- f) The Review Committee will go through the same approval process as set out above for the initial plan approval;
- g) The public consultation process, as laid out above, will only be required if there are substantial changes to the plan.

Upon renewal of the Gas Tax Agreement (after five years), a full, comprehensive review of the plan will be required in all communities, as the Eligible Projects and other deal components may change.





Integrated Community Sustainability Plan

Part II: Template





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4. Appendix

Attach supporting documents to the end of your plan.





1. Introduction

Below you will find the actual template which your Local Government is required to fill out to be eligible to access funds under the Community Works Fund. Using the information set out in Part I, your community may now embark on its own local process to map out a long-term vision for infrastructure development.

It is important to remember that while this document is a Gas Tax planning tool, the final plan is intended to be holistic and inclusive. No community should feel limited to evaluating only Gas Tax eligible projects. All elements of the community's infrastructure are up for discussion. By compiling a full inventory and assessment of all infrastructure, the community will be better able to fully articulate its needs in the area of Eligible Projects, as defined by the Agreement.

As you set out to develop your own sustainability vision, it is vital to keep both those Eligible Projects and the Sustainability Principles at the forefront of the planning process. For your reference, they are restated below:

Sustainability Principles

At the core of the sustainability plans will be the Sustainability Principles. These principles should reflect both the goals of the Gas Tax Agreement and the needs of Yukon communities, and attempt to provide general guidance in all planning processes. Each community will develop and apply these principles differently, as a reflection of each individual community's identity, history and long-term vision. This template is designed to encourage that plurality, while ensuring that basic sustainability goals are met.

As defined in the Agreement, every community's Sustainability Principles will need to address the environmental, cultural, social and economic dimensions of a community's identity. Below are the basic underlying principles of this template. Communities are free to adopt these principles as their own, or to find more locally specific ways to articulate the intention of these principles. Whatever sustainability principles a community adopts, they will address the following concepts:



■ **A self-reliant community capable of maintaining its population and maintaining infrastructure through local funding.**

Yukon communities are always at risk of losing capacity, cultural depth and self-reliance, if populations begin to fall. Rising infrastructure costs can trigger that damaging population decrease, if costs exceed ability to pay. Communities should develop infrastructure that will support those who currently live in the community, make the community more attractive for prospective residents, while not imposing a significant financial burden on individual residents.

■ **Infrastructure that respects and enhances the community's cultural identity.**

All development serves the community best when it is respectful of the community's cultural identity. Proper planning can ensure that cultural landmarks are preserved by ensuring that cultural values are a recognized part of the planning process. As such, all infrastructure development should be culturally appropriate, in design, placement and overall approach.

■ **Infrastructure development that preserves and enhances bio-diversity and our natural environment.**

Every Yukon community is blessed with a spectacular setting and a strong link to the surrounding environment. Infrastructure has the potential to be a boon to community development and living standards, while also reflecting a clear commitment to preserving that relationship with the natural world. As such, all infrastructure planning exercises should include a clear assessment of potential environmental impacts, identification of mitigation measures and evaluation of opportunities to use infrastructure to reduce environmental degradation.



■ **Public infrastructure that meets basic needs, while generating economic opportunities.**

The ability to provide residents with basic infrastructure is tied directly to economic activity. Jobs, responsible development and business opportunities all provide the community with the funds and expertise required to plan, build and maintain community infrastructure. As such, public infrastructure planning and development should include consideration of potential economic activity and the infrastructure requirements to enable that activity.

■ **Consider the effects of infrastructure development on other communities, and where possible, include other affected populations in the planning process.**

Most Yukon communities are linked through river systems and other natural facets of the natural environment. Due to these close ties, development that occurs in one community often directly affects another community. As such, all infrastructure and planning exercises need to include an assessment of “downstream” impacts, and wherever possible, bring other affected communities and governments into the planning process at the outset.



Eligible Projects

- a) Public transit;
- b) Water, such as drinking water supply, purification and treatment systems, drinking water distribution systems, water metering systems;
- c) Wastewater, such as wastewater systems including sanitary and combined sewer systems, and separate storm water systems;
- d) Solid waste, such as waste diversion, material recovery facilities, organics management, collection depots, waste disposal landfills, thermal treatment and landfill gas recuperation.
- e) Community Energy Systems, such as cogeneration or combined heat and power projects (where heat and power are produced through a single process), district heating and cooling projects where heat (or cooling) is distributed to more than one building.
- f) Active transportation infrastructure (e.g, bike lanes), local roads, bridges and tunnels that enhance sustainability outcomes.
- g) Building system improvements that promote significant energy efficiency improvements and/or utility.

Capacity Building will also be funding under this program. Capacity Building includes the following activities:

- a) Collaboration: building partnerships and strategic alliances; participation; and consultation and outreach;
- b) Knowledge: use of new technology; education and training; research; and monitoring and evaluation;
- c) Integration: planning, policy development and implementation (e.g., environmental management systems, life cycle assessment).

With the exception of funds related to strengthening the abilities of Local Governments to develop Integrated Community Sustainability Plans, capacity building initiatives will be limited to collaboration, knowledge and integration activities related to a specific approved infrastructure project or to an existing infrastructure project that would have been considered eligible. For example, if a community receives funding to upgrade a sewage facility, funding will be available to train an operator to run the new system.



2. Template Overview

A complete Integrated Community Sustainability Plan includes planning and descriptions in the following areas:

- A) **COMMUNITY OVERVIEW:**
A description of your community helps those who live there articulate how they see their community. It also introduces your community to outsiders and provides an overview of the physical environment, history, people, jobs, economy, culture, and other information you feel is important to your community.
- B) **VALUES, VISION STATEMENT, AND COMMUNITY GOALS:**
In order to effectively move towards sustainable and stable communities, it is important for each community to determine its core values. With core values a community can create a vision its members wish to achieve. Once a desired outcome and vision are known the community can examine its current situation and identify strategic goals.
- C) **COMMUNITY ASSESSMENT:**
In order to effectively move towards realizing your community's vision and meeting its priorities, it is important to have an understanding of what assets and needs your community already has in place. Assessing your community's existing infrastructure, economy, social, cultural, and environmental status, will allow areas of needs to be identified for development and improvement.
- D) **EXISTING SERVICE AGREEMENTS:**
Across the Yukon, governments that exist in close proximity often rely on one another for the delivery of some shared service. In some communities, First Nation and municipal governments have service agreements that cover emergency services or water delivery or waste facility management. These agreements foster cooperation and provide a financial benefit to all, either in cost savings or revenue generation. It is important to identify existing agreements, while highlighting opportunities for future agreements, to ensure the infrastructure being planned will avoid duplicating services available elsewhere.



E) PRIORITY SETTING:

With a completed Community Assessment and identified areas in need, your community can set priorities. To do that, there are some key questions that should be answered, both for community information and for the information of the Review Committee. These questions should form of portion of the consultation process and answered with community input.

F) INFRASTRUCTURE PRIORITIES:

Based on the completed asset inventory, vision statement, identified values and the responses to the Priority Setting questions, communities can now create a specific list of Infrastructure Priorities. These priorities should be broad in nature and cover all areas of need, whether Gas Tax eligible, or not. However, for a project to be eligible for Gas Tax Funding, it must be listed here. In the future, this section will provide the context for the eligible projects, while helping to identify areas that should be considered in future years of this and other infrastructure programs.

G) COOPERATION BETWEEN GOVERNMENTS:

The Gas Tax Agreement stipulates a need for governments to engage an intergovernmental and regional planning process. This section is designed to provide documentation of the intergovernmental consultation and planning process used to create your sustainability plan.

H) CONSULTATION PROCESS:

The sustainability plan is a document expressing the views and needs of members of your community. Therefore it is important that the plan be created through community consultation, as per the instructions above. This section documents what consultation has occurred in the creation of the plan.



Your Community Document:

This template is designed as a tool for your community to undertake a sustainability planning process. It is not intended to be a prescriptive, limiting document. Rather, it is a starting point that each community can build on. What your community's plan will look like, once it is done, is up to the community. However, to enable a thoughtful, appropriate assessment by the Review Committee, there are some required elements.

Every plan will have to specifically address the eight basic components: community overview; values, vision statement and community goals; community assessment; existing service agreements; priority setting; infrastructure priorities; cooperation between governments; and consultation process.

However, there is no requirement that the community's responses to those areas be contained within the limited space of this template. Rather, this document should be viewed as a guide and a workbook, of sorts, that will help provide some basic direction for the process.

The only elements that must conform to the prescribed format set out in this template are the checklists. These checklists can be filled out in the pages that follow and attached to your plan, or the checklists can be recreated in the development of your own locally designed ICSP. Whatever route your community chooses, some form of all of the checklists must be included in your final plan.

This template may also be useful as a consultation document that community members can use, during the consultation and plan development stage. It will be provided electronically to anyone who requests the document and governments and communities are free to distribute it as a component of their local process.



3. Template Components

This section is laid out so that a community will be able to fill in the various components as they move through the planning process. Each section builds on the last and towards the next. It is a textual statement of the process that sets out requirements, includes space to fill in the results of the consultation. Communities are encouraged to develop a broader Integrated Community Sustainability Plan document that will better reflect the individual circumstances and vision of its citizens. This template must be completed, however, and it represents a minimum requirement to access funds under the Community Works Fund while providing the Review Committee with an easy checklist to evaluate project proposals from each community.

Always refer back to the Overview and Instructions component of the template for guidance, as your community moves through this process. Below and throughout the document, we have restated the Sustainability Principles, to provide context for the planning process.

Sustainability Principles

As defined in the Agreement, the Sustainability Principles will address the environmental, cultural, social and economic dimensions of a community's identity. Whatever specific principles a community identifies, they will address the following concepts:

- A self-reliant community capable of maintaining its population and maintaining infrastructure through local funding.
- Infrastructure that respects and enhances the community's cultural identity.
- Infrastructure development that preserves and enhances bio-diversity and our natural environment.
- Public infrastructure that meets basic needs, while generating economic opportunity.
- Consider the effects infrastructure development will have on other communities, and where possible, include other affected populations in the planning process.



B) VALUES, VISION STATEMENT, AND GOALS:

Community Values — Every community has a shared set of values that underpin daily life. They may be difficult to articulate at first, but a full discussion usually helps clarify the most important values that all residents share. For some communities, the list is extensive and specific, while in other communities, they are much broader but no less important. For this task, simply list the values that were identified in the consultations to be most important. Do not feel constrained by the numbered list below. There can be as many or as few as is appropriate for your community. This is your list and should reflect your approach to articulating your own values.

Examples

- 1) **Respect for Families:**
The community should work to create and preserve an environment that is safe for our families, our youth and our elders.

- 2) **Environmental Compatibility:**
The community should develop infrastructure that is compatible with the surrounding environment.

1. _____

2. _____

3. _____



Community Goals — Use your values and vision statement. For each community value you identified above, create a goal and measure of success. There may be several goals for each value or just one. This chart is intended to be as flexible and wide open as possible to enable every community to adapt it to locally appropriate needs.

| VALUES | GOALS | MEASURES OF SUCCESS |
|--|---|--|
| Providing a healthy environment for our families | Develop clean public drinking water resources | <ul style="list-style-type: none"> • New or upgraded public well • Reduction in incidences of giardia or other water borne diseases among public fill point users. |

Now, using your identified values, set attainable goals and develop measures of success that will help assess progress over future years. Make your list as long or as short as you need, as long as every value is addressed.

| VALUES | GOALS | MEASURES OF SUCCESS |
|--------|-------|---------------------|
| | | |
| | | |
| | | |
| | | |
| | | |
| | | |



C) COMMUNITY INVENTORY AND ASSESSMENT

Part One: Checklists

There are six check lists in the Community Assessment section. These check lists are designed to act as a guide and create a comprehensive inventory of your community's infrastructure and services in the following areas: Capital Project Infrastructure, Social Health, and Cultural Services, Economic, and Capacity Building and Job Training Assessment.

The GREY shaded areas are Gas Tax eligible projects, but it is important to view infrastructure development in the full context of what exists in your community and what doesn't. So, the lists below include many areas not covered by Gas Tax funding. There is no requirement to fill out or address those areas not covered by this Agreement. However, filling the full checklist out will help in future negotiations for the second phase of the Agreement, which may include expanding the Eligible Projects list.

It is very important to remember that where a position or human resource is shaded in GREY, the only funding available for that resource is in training related to a specific infrastructure project. For example, Water Treatment Operator is identified as covered under the Agreement. That means that if your community undertook a water treatment project, an individual could be funded to get trained to operate that system. The Agreement is NOT available for O&M funding.



Capital Project Infrastructure Inventory and Assessment

Use the lists below to identify the important structures, utilities, and transportation assets and needs that exist in your community. Check the correct boxes for each of the items listed. If there is something missing from the list add it under “other.” If an item doesn’t apply to your community, leave it blank.

| Capital Project/ Infrastructure | Do you have it? | | What is the condition? | | | Is there enough? | | Do you need it? | |
|------------------------------------|-----------------|----|------------------------|-----|------|------------------|----|-----------------|----|
| | Yes | No | Good | Avg | Poor | Yes | No | Yes | No |
| City Hall | | | | | | | | | |
| Airport | | | | | | | | | |
| Community buildings | | | | | | | | | |
| Community Hall | | | | | | | | | |
| Dock facilities | | | | | | | | | |
| Community energy systems | | | | | | | | | |
| Fire station | | | | | | | | | |
| Health clinic | | | | | | | | | |
| Housing | | | | | | | | | |
| Internet service | | | | | | | | | |
| Library | | | | | | | | | |
| Police building | | | | | | | | | |
| Post office | | | | | | | | | |
| Recreation (parks) | | | | | | | | | |
| Roads | | | | | | | | | |
| Schools | | | | | | | | | |
| Sewage collection and disposal | | | | | | | | | |
| Solid waste disposal | | | | | | | | | |
| Water service | | | | | | | | | |
| Public transportation | | | | | | | | | |
| Active transportation | | | | | | | | | |
| Youth centre | | | | | | | | | |
| Other | | | | | | | | | |



Social, Health, and Cultural Services Inventory and Assessment

Use the list on the **following page** to identify the important social and cultural service assets and needs that exist in your community. If an item doesn't apply to your community, leave it blank. While none of these elements are directly fundable through the Agreement, identifying them as community resources is important for planning. If these groups or resources do exist in your community, they may be important to determine what future infrastructure projects will be required to service these groups and resources.



| RESOURCES | | Does this exist? | | Can it be improved? | |
|-------------------------|------------------------------|------------------|----|---------------------|----|
| Category | Type of service | Yes | No | Yes | No |
| Health | Nutrition | | | | |
| | Weight loss | | | | |
| | Aids prevention | | | | |
| | Substance abuse | | | | |
| | Family planning | | | | |
| Public Safety | Police protection | | | | |
| | Fire protection | | | | |
| | Emergency response | | | | |
| | Search and rescue | | | | |
| Recreation Programs | Small children | | | | |
| | Teens | | | | |
| | Adults | | | | |
| Social Service Programs | Child care | | | | |
| | Domestic violence | | | | |
| | Seniors | | | | |
| | Disability services | | | | |
| | Counselling — adults | | | | |
| | Counselling — teens | | | | |
| | Legal services | | | | |
| | Suicide prevention | | | | |
| Self Government | Self government status | | | | |
| Cultural Programs | Elders group | | | | |
| | Music | | | | |
| | Subsistence food preparation | | | | |
| | Dance group | | | | |
| | Arts and crafts | | | | |
| | Language programs | | | | |
| | Spirit camps | | | | |
| | Storytelling | | | | |
| | Other | | | | |



Economic Inventory and Assessment

When undertaking any sort of sustainability planning process, it is important to identify all of the human resources within a community that might use or feed into any infrastructure development. Below is a list of the types of individuals that can be key parts of any community. Use the list below to identify these local economic assets and/or needs in your community. If an item doesn't apply to your community, leave it blank.

| Typical Job Type | Number of jobs # | Is it filled by a community person? | | Full time | | Seasonal | | Wage |
|---------------------------|------------------------|---|----|-----------|----|----------|----|---------|
| | | Yes | No | Yes | No | Yes | No | Example |
| Arts and crafts | | | | | | | | |
| CAO | | | | | | | | |
| Accounting officer | | | | | | | | |
| Environmental specialist | | | | | | | | |
| Logger/Forester | | | | | | | | |
| Health aide/Nurse | | | | | | | | |
| Heavy equipment operator | | | | | | | | |
| Mechanic | | | | | | | | |
| Construction | | | | | | | | |
| Housing manager | | | | | | | | |
| Public safety officer | | | | | | | | |
| Fire fighters | | | | | | | | |
| Emergency response | | | | | | | | |
| Business owners | | | | | | | | |
| Counsellor | | | | | | | | |
| Water treatment operator | | | | | | | | |
| Sewage treatment operator | | | | | | | | |
| Landfill operator | | | | | | | | |
| Power plant operator | | | | | | | | |
| Other | | | | | | | | |
| Other | | | | | | | | |



Environmental Inventory and Assessment

Every community is an integral part of the surrounding ecosystem. These plans can help a community identify the assets and human resources available to reduce the impact on the surrounding natural environment. Use the list below to identify basic environmental assets and needs in your community. If an item doesn't apply to your community, leave it blank.

| Environmental Assets/Needs | Do you have it? | | If this is lacking, does your community need it? | |
|-------------------------------------|-----------------|----|--|----|
| | Yes | No | Yes | No |
| Safe drinking water | | | | |
| Adequate supply of water | | | | |
| Certified water treatment operators | | | | |
| Safe sewage disposal and treatment | | | | |
| Permitted landfill | | | | |
| Recycling program | | | | |
| Used oil storage area | | | | |
| Lead acid battery collection area | | | | |
| Developable land | | | | |
| Fuel spill prevention plan | | | | |
| Hazardous waste response plan | | | | |
| Erosion control | | | | |
| Contaminated sites identified | | | | |
| Healthy subsistence food | | | | |
| Environmental Education programs | | | | |
| Healthy wildlife populations | | | | |
| Hazardous waste collection area | | | | |
| Protected watershed plan | | | | |
| Environmental impact statement | | | | |
| Other | | | | |
| Other | | | | |



Capacity Building and job Training Inventory and Assessment

The Gas Tax Agreement cannot be used to fund salaries or staff initiatives (except for some limited training and knowledge investments). However, for the purposes of this plan, it is important to have a clear inventory of your community’s human resource assets and needs. This information can be used to determine where the community’s infrastructure needs are and what resources are available or needed to maintain that infrastructure. Use the list below to identify any job training, education, and capacity building assets and needs in your community. If an item doesn’t apply to your community, leave it blank.

| Capacity Building/Training/Education Opportunities | | Existing Job in Community? | | Training/education needed? | | Is training available in Community? | |
|--|---------------------------------|----------------------------|----|----------------------------|----|-------------------------------------|----|
| | | Yes | No | Yes | No | Yes | No |
| Municipal or First Nation Administrative Positions | CAO | | | | | | |
| | Accounting Officer | | | | | | |
| | Other | | | | | | |
| Education | Principal | | | | | | |
| | Teachers/Teacher aides | | | | | | |
| Environment | Environmental specialist | | | | | | |
| | Conservation officers | | | | | | |
| Health | Health aide | | | | | | |
| | Nurse practitioner | | | | | | |
| | Doctor | | | | | | |
| Transportation Utilities | Driver/pilot | | | | | | |
| | Water treatment operator | | | | | | |
| | Sewage treatment operator | | | | | | |
| | Landfill operator | | | | | | |
| | Power plant operator | | | | | | |
| Justice | Water delivery service operator | | | | | | |
| | Other | | | | | | |
| | Other | | | | | | |



C) COMMUNITY INFRASTRUCTURE
INVENTORY AND ASSESSMENT (CONT.)

Part Two: Evaluation

Above, you completed an inventory that simply set out what facilities are available in your community. The next step is to evaluate those facilities, in terms of the sustainability principles set out in the template, and determine how well existing facilities are serving your community. This section is vital to helping your community develop an action plan and prioritizing future projects.

For each of the GREY shaded Eligible Project infrastructure facilities listed under Capital Project Infrastructure Inventory and Assessment above, answer the two questions listed below. Please remember to consider these questions in the context of the Community Vision Statement, stated values and goals and the sustainability principles.

1. Describe the positive effects of the existing infrastructure described above in meeting the sustainability principles:
2. Describe any negative impacts the infrastructure or lack of infrastructure in your community has on the sustainability principles:



D) EXISTING SERVICE AGREEMENTS

Often in small communities where two or more governments exist in close proximity, service agreements between those governments can reduce the need to provide duplicate services. These service agreements also foster

cooperation between governments and can be starting points for future shared initiatives.

Please indicate in the table below what service agreements are currently in place in your community and whether they are beneficial to your community.

Example

| Service Provided via Agreement | Service Provider | Current End Date | Cost of Service | Rate service (Good, fair or poor) | Will it be renewed? |
|--------------------------------|--------------------|------------------|------------------------------|-----------------------------------|---------------------|
| Water delivery | Local First Nation | January 2006 | \$X (Based on cost recovery) | Good | Yes |

| Service Provided via Agreement | Service Provider | Current End Date | Cost of Service | Rate service (Good, fair or poor) | Will it be renewed? |
|--------------------------------|------------------|------------------|-----------------|-----------------------------------|---------------------|
| | | | | | |
| | | | | | |
| | | | | | |
| | | | | | |
| | | | | | |



Potential Agreements:

As your community builds on existing relationships and considers future infrastructure investment, it is important to evaluate all future opportunities for service agreements. Besides building stronger ties between governments, service agreements can generate significant capital and operational cost savings.

Below, please indicate potential opportunities for service agreements. Please include examples of potential for your government to provide a service and examples of where your government might have an interest in contracting a different government.

Example

| Potential Service | Potential Service Provider | Expected Cost of Service | Is Service Currently Provided? | Is Service Provider Interested? Have They Been Contacted? |
|-------------------|----------------------------|------------------------------|--------------------------------|---|
| Water delivery | Local Municipality | \$X (Based on cost recovery) | No. Not currently available. | Yes. Support letter attached. |

| Potential Service | Potential Service Provider | Expected Cost of Service | Is Service Currently Provided? | Is Service Provider Interested? Have They Been Contacted? |
|-------------------|----------------------------|--------------------------|--------------------------------|---|
| | | | | |
| | | | | |
| | | | | |
| | | | | |
| | | | | |



E) PRIORITY SETTING

Now that you have a clear asset inventory of what does exist in your community, it is time to turn to developing the list of infrastructure needs. Building on existing assets and keeping the sustainability principles in mind, the community can begin to put together a plan for future growth and investment. It is important to investigate all needs through this plan, even though only some will be eligible for Gas Tax Funding. By identifying all needs, you will help provide a clear picture of what future programs should address, while generating a clear community context for those projects that are funded through this Agreement.

With that approach in mind, answer the following questions to help articulate a clear set of infrastructure priorities. Use the asset lists above, the Community Vision Statement and the identified values and goals to help respond to these questions. Please provide answers on a separate sheet, as a part of your plan.

1. Describe any services, facilities, training or other infrastructure categories that are not being adequately provided in your community:
2. Describe who in your community is affected and how, by any lack of service described above:
3. Describe what infrastructure services, facilities, projects, or training your community wishes to achieve within 10 years.
4. What is the importance to your community of the facilities, projects, or training identified in the infrastructure asset inventory above?
5. Who in your community will benefit from the completion of infrastructure initiatives that address your Infrastructure Priorities?



G) COOPERATION BETWEEN GOVERNMENTS

The Gas Tax Agreement is designed to encourage intergovernmental cooperation and wherever possible, shared infrastructure investment. As such, there is a requirement that governments in close proximity to one another must demonstrate that there has been an effort to work together in the preparation of these sustainability plans.

Given that requirement, please attach any documentation that illustrates joint planning and consultation process used to create your sustainability plan. This includes any agreements, letters, or other relevant documents created or exchanged with other local governments in your area.

Examples:

- Memorandum of Understanding between a First Nation and municipality regarding Gas Tax Agreement projects.
- Letter of Information between governments informing them of initiatives planned under Gas Tax Agreement and the response.



H) CONSULTATION PROCESS

This sustainability plan is designed to be a document expressing the views and needs of members of your community. Therefore it is important that it be created through community consultation allowing all members of the community to participate in the planning process.

Referring to the consultation process as set out in the Overview and Instruction component, please attach responses to the questions set out below.

1. Describe your public consultation process used to create the documents and responses in this plan.

2. Who was involved in the community consultation process? This includes the list below and any other groups involved.

- Residents
- First Nations
- Local NGO's
- Local Businesses
- Social/health care professionals

3. Describe the level of response from community residents and partners involved in the consultation process?



Deliverables and Future Steps

First and foremost, these templates are designed to provide some general direction to each community, so that local citizens have the confidence and means to develop a locally appropriate sustainability plan.

However, there are other significant gains that may be realized through this process. For starters, this template is a capacity building tool in and of itself. With the initial plan development and regular bi-annual review, at the end of five years, every community and every First Nation will have people that are knowledgeable about sustainability planning, comfortable with the plan development process and capable of undertaking more comprehensive planning exercises.

And possibly most important, the cooperative planning approach that this template attempts to foster can help to build on existing relationships between governments. Beyond the product of a sustainability plan, these templates can be a tool for First Nations, municipalities, unincorporated communities and the Yukon Government to build relationships that will spread beyond planning exercises.

Of course, this template will not accomplish any of these goals on its own. Rather, it can be one of many tools that your community uses to meet all of these objectives.

Good luck.

