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E.1 Administrative Reserves and Notations – Request Process (2016)



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Administrative Reserves and Notations Request Process

OBJECTIVE

To establish a formal process that gives Land Management Branch (LMB) criteria with which to evaluate and respond to requests for Administrative Reserves (as defined) and Notations from other Government of Yukon (YG) and Government of Canada (GC) departments.

To enable YG departments to support other agencies for requests for Administrative Reserves and Notations and on land administered by Energy, Mines and Resources (EMR), and to describe processes for creating, maintaining and managing these land parcels.

PURPOSE

This document provides a policy process to:

- Establish Administrative Reserves on Yukon (public) land to protect the land from disposition (alienation) and land use permitting, or
- Notate Yukon (public) land through map references as required to identify other interests on YG land.

BACKGROUND

Neither the *Lands Act* nor the *Territorial Lands (Yukon) Act* provide for sale, lease, licensing or permitting of land to YG departments. The Acts also do not provide for the establishment of a "Reserve" for undeveloped land.

Both Acts require that formal land withdrawals be approved by the Commissioner in Executive Council through regulation (Order in Council).

The Administrative Reserves and Notations Policy therefore provides a process to establish Administrative Reserves to manage undeveloped public lands for the use of government departments. It also establishes Notations/Map references as a means of providing important reference information to government departments and to the public for specific public lands. Records of both are maintained within the YG registry system.

Land tenure for Yukon Corporations

The Yukon Housing, Yukon Liquor, Yukon Energy, Yukon Development and Yukon Hospital Corporations all have the ability to hold property through title.

Land administration for (some) YG departments (for full list, see “Authorities” section)

Some branches of YG have direct control over certain public lands. Aviation Branch has authority (under the *Territorial Lands (Yukon) Act* and *Lands Act*) to administer and manage airport lands. Department of Highways and Public Works has administration and control (under the *Highways Act*) over highway rights-of-way outside municipalities, over the Alaska Highway within municipalities and highway gravel pits. Department of Environment manages public lands listed under the *Parks and Land Certainty Act*. Titled public lands are administrated under the Financial Administration Act.

ELIGIBILITY CRITERIA

- YG departments may request an Administrative Reserve or Notation if it is consistent with the department’s mandate, consistent with YG’s mandate and supported by rationale.
- Any other government*, non-government organization, corporation, or individual may approach a YG department to make such a request on their behalf.
 - The request process may differ from YG department to YG department. Advice from the department should be sought.
- LMB may create an Administrative Reserve for the purposes of land development initiatives and for its own purposes in *exceptional circumstances* (e.g. to facilitate the transfer of title to another government), at the discretion of the LMB Director.

* **Note:** The Government of Canada has, by virtue of the the *Devolution Transfer Agreement* (sec. 2.11, 2.12, 2.15, 2.17) and the *Yukon Act* (sec. 49.1), the authority to re-establish administration and control over Yukon public land.

DEFINITIONS

Administrative Reserve:

The establishment of undeveloped Administrative Reserves through this policy does not formally withdraw land from disposition. Under the *Lands Act* and the *Territorial Lands (Yukon) Act*. This can only be done through the establishment of regulation.

Through policy a YG Administrative Reserve ¹ identifies land to be set aside or retained from public disposition and land permitting for a specific purpose (current or future). A request to have an Administrative Reserve established must be made by a YG Department. An administrative Reserve is held in the name of the Deputy Minister, Assistant Deputy Minister, Director or assigned authority of the supporting YG Department.

The establishment of an Administrative Reserve will be considered only if no other appropriate land management tools are available and if its intended use is within the mandate of the requesting YG department. The request must be supported by sound rationale and information. The YG department may wish to consider the potential impact of establishing an Administrative Reserve and bring forward a management plan for the Administrative Reserve as part of its submission.

LMB has the final decision as to whether an Administrative Reserve is to be established or removed. This decision is made by the Manager of Lands Client Services or in consultation with the Director of Land Management Branch if the reserve request is significant in size or scope.

All Administrative Reserves are to be issued with an expiry date. When the reserve is approaching the expiry LMB may contact the reserve holder to extend the Administrative Reserve period.

An administrative Reserve can be surveyed and /or titled to the Commissioner of Yukon or the Crown, but not a YG department. Administrative Reserve records specify intended use and time frame for use, and provide specific conditions of use. An Administrative Reserve is not considered a formal disposition under Yukon legislation, although it is treated as such with appropriate prohibitions as needed. It will be classified and filed within the YG LMB and geomatics Yukon databases, which house land application files, disposition records and other land management information. An Administrative Reserve protects an identified interest. If a conflicting interest arises, the Administrative Reserve acts as a “flag” – triggering the need for discussion and

¹ distinct from a federal reserve or reservation

resolution with the Department in question. An Administrative Reserve does not preclude the ownership of sub-surface rights by another party.

Reservation:

This term is no longer used; see “Administrative Reserve”.

Reservation by Notation:

This term is no longer used; however, it was formerly used by the Government of Canada (GC), prior to devolution. Care must be exercised when reviewing old federal map records of lands “reserved by notation” to ensure clear understanding of the intent.

Notation (sometimes referred to as a “map reference”):

A YG Notation/Map reference marks an area of land for mapping purposes to provide important information to Yukon government and the public. A request for a new map reference must provide rationale and clearly identify a link to the mandate of the requesting or supporting department. New map references will be considered only if no other appropriate land management tools are available and its intended use falls within the purview of the YG department. Map references may be used as an interim means of bringing attention to the land in question. Map reference records include metadata that identifies the map reference holder, the date at which the map reference was put into effect and the anticipated duration and nature of the interest.

LMB makes the final decision as to whether a map reference is created. This decision is made by the Manager or Lands Client Services or in consultation with the Director of Land Management Branch if the Notation request is significant in size or scope.

Note: A Notation/Map reference is **not** a disposition of land. It is intended to help inform the consideration of land applications in the area and to assist other developers and or land user to identify features or values of importance.

Notations/Map references can be created for public safety considerations, scientific research (i.e. sample plots) unique natural cultural or economic values, etc.

Geographical Information System (GIS):

A system designed to capture, store, manipulate, analyze, manage and present all types of geographical data.

Land Review Committee:

See *Land Review Committee Terms of Reference:*
www.emr.gov.yk.ca/lands/legislation_policies.html

Map Notation:

A GC term for “Notation“, used prior to devolution.

LIST OF ACRONYMS

GC: Government of Canada

GIS: Geographical Information System

LIMS: Land Information Management System

LMB: Land Management Branch (Department of Energy, Mines and Resources)

NGO: Non- governmental Organization

YG: Government of Yukon

ADMINISTRATIVE RESERVES

A. Administrative Reserves can be created:

1. At the request of a non-government organization, corporation or commission with the support of a YG department.
2. For specific use of a YG department (i.e. the land is required in order to meet needs related to administration and implementation of a government program, or recommendations or obligations outlined in an Agreement or Plan (e.g. regional land use planning recommendations)), or
3. For other purposes, at the discretion of YG.

B. Administrative Reserves may be removed:

1. When LMB determines the Administrative Reserve is no longer required for the specific purpose it was originally intended for or at the discretion of LMB as the land agent appointed by the Commissioner for YG,
2. When the expiry date has been reached,
3. Following a Land Management Branch review of the Administrative Reserve (see sec. F Reserve Review),
4. When a Yukon supporting department withdraws its Departmental Support in writing (see definition),
5. When the land is required for a higher or better use as determined by Yukon government, or
6. In order to comply with local area or regional planning schemes.

Note: If there is a land application on an Administrative Reserve and the Reserve is no longer required by the Reserve holder, the Reserve holder will be required to notify LMB in writing.

Note: LMB will inform in writing the relevant YG department when an Administrative Reserve is removed.

C. Management of Administrative Reserves:

1. Terms and conditions (including duration) of Administrative Reserves will be based on the intended use of the reserve, operational need and any other criteria presented (e.g. land use plan, land development).
2. Undeveloped gravel pit Reserves may require inspections where a Reserve request is submitted as part of the initial application review.
3. Notwithstanding the purposes of the administrative Reserve, authorised activity on the administrative Reserve must be carried out in compliance with all applicable authorizations or regulatory requirements (i.e. land use or development permits).
4. Where there is a building on land being used by a department, the land is held in a Reserve for that department, but the management of the building and site is the

responsibility of the Property Management Agency, Highways & Public Works and the applicable YG Department.

5. LMB will consider factors such as size, location and purpose before determination of the boundaries of the administrative Reserve.
6. In rare circumstances LMB may create an administrative Reserve for its own purpose (e.g. in anticipation of a transfer of Commissioners' land to another government).

D. Request for Administrative Reserves:

1. Reserve requests are submitted in writing to LMB. Submissions are reviewed by the Manager of Lands Client Services (in consultation with the Director of Land Management Branch for reserve requests that are significant in scope). Also in consultation with the Director of Land Management Branch, the Manager determines whether the request should go through the application review process. The Manager may require that the request be reviewed by the Land Review Committee (e.g. in cases when an administrative Reserve request could potentially impede the rights of others).
2. A Reserve request must be accompanied by a letter of support from a senior official in a YG or GC department (i.e. Director/Assistant Deputy Minister/Deputy Minister or Authorized signing Authority). The YG department making the request accepts costs and liabilities related to holding the reserve, as outlined in the Reserve document.
3. If an Administrative Reserve is requested as part of implementing a plan or similar initiative, those recommendations/obligations must be submitted.
4. Administrative Reserve requests must comply with local area/regional land use planning schemes.
5. Administrative Reserve requests are reviewed and approved by LMB. Review may include consideration of side effects, liability and impacts to neighbouring lands.
6. Administrative Reserve requests are mapped and documented through paper records, LIMS and GIS.
7. Establishment of the Administrative Reserve for a particular department does not authorize development of the site: other assessments and authorizations may be required.
8. Copies of the Reserve are forwarded to the requesting department and, if determined necessary by the Manager of Lands Client Services, to any appropriate First Nations, Property Assessments and other agencies or individuals.

E. Application for land, licences or land use permits within an Administrative Reserve:

1. Administrative Reserves informally withdraw land from disposition. If LMB receives an application for land within an Administrative Reserve, LMB will contact the Reserve holder to determine if the reserve is required and, if so, whether the application is compatible with the purpose of the reserve. If the application is not compatible then the application will not be accepted.
2. Prior to accepting a land application LMB must confirm with the reserve-holding department in writing whether the application can be accepted.
 - 2.1. If the department holding the Administrative Reserve confirms in writing that the Reserve or portion thereof is no longer needed for the original purpose and is willing to relinquish the Administrative Reserve or portion thereof, then a land application may be accepted by LMB.
 - 2.2. If the Reserve-holding department determines the Administrative Reserve or portion thereof is still required for its original purpose, the application will not be accepted, except under circumstances outlined in Section B (e.g. When the land is required for a higher or better use as determined by Yukon government). LMB may require supporting information from the Reserve holding department.
3. If an application for land is approved, the Administrative Reserve boundary will be modified to reflect the disposition.

F. Administrative Reserve Review

Reserves with terms longer than 10 years are subject to a mandatory minimum 10 year review.

It is the responsibility of the department holding the Administrative Reserve to confirm that the Reserve is required. Land Management Branch may remove the reserve status if confirmation is not received.

Note: LMB will inform the relevant YG department when an Administrative Reserve is removed.

G. Administrative Reserve - Liability and Status:

There is no special liability with respect to the creation of an Administrative Reserve, except those stated in the Yukon Government Reserve of Land document.

YG could be exposed to legal liability if a Reserve removes or reduces a right previously held by a third party.

The establishment of an Administrative Reserve may or may not restrict land use activities and will not void existing rights.

H. NOTATION (MAP REFERENCE)

Notations can be created if:

1. There is YG Support (see: Section: Definitions and Criteria: Eligibility)
2. The duration of the need for the Notation is congruent with the purpose, size, nature, rationale, location of the land requested, or
3. Other administrative considerations are satisfied.

I. Notations (Map references) can be removed:

1. When LMB, at its discretion as the land agent for YG, determines the Notation is no longer required for the specific purpose,
2. When a supporting YG department withdraws its support,
3. When a change in land status is identified such as conversion to a Reserve.
4. If the Notation is no longer required.

J. Management considerations for Notations (Map references):

1. Notations do not normally require inspections. Boundaries will be determined based on the nature of the interest, as well as location.
2. Notations do not grant ownership or administrative control of the land.

K. Request for Notations (Map references):

1. Notation requests are submitted in writing to LMB. Submissions are reviewed by the Manager of Land Client Services, who determines if the request meets criteria requirements as per this policy.
2. LMB maps the Notation and creates LIMS and paper records.
3. Copies of the Notation and mapping are forwarded to the requesting department and, if determined necessary by the Manager of Lands Client Services, to any appropriate First Nations, and other agencies or individuals.

L. Application for land within a Notation (Map reference):

1. Land and Land Use applications can be made within the boundaries of a Notation, assuming all other application criteria have been met.
2. The holder is notified of the application through the land application review process and may provide comments, although LMB is under no obligation to seek their approval.

3. A Notation may inform the consideration of land applications for other developments or from other users of the land.

M. Notation (Map Reference) and - Liability and Status:

No special ownership, authority or liability with respect to the land is created by a Notation. Note also that the creation of a Notation will not affect an existing statutory right.

Sustainable Strategic Plan Bear Creek Compound (DRAFT)

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Date:

October 2, 2006



Introduction

The following report includes: background, current assets and operations, current issues and operations, direction, options, options analysis based on direction, preferred option, implementation of preferred option, conclusion, and appendices.

In developing the above, a long-term vision for Bear Creek Compound will result.

Background

Bear Creek Compound is the former headquarters of the Yukon Consolidated Gold Corporation and has high presentation value for interpreting the history of dredging, corporate mining and Dredge No. 4 NHSC.

Current Assets and Operations

- Bear Creek Compound is comprised of approximately ninety (90) structures and thousands of site-specific moveable resources.
- Seventeen (17) FHBRO 'Recognized' structures as listed below:
 - BC building 1 and 2, Machine Shop
 - BC building 4, Tin Shop
 - BC building 5, Gas House
 - BC building 6, Carpentry Shop
 - BC building 7, Auto Repair Shop
 - BC building 8, Cat Shop
 - BC building 11, VIP House
 - BC building 14, Staff House
 - BC building 15, Garage and Storage Building
 - BC building 16, Garage and Fire Hall
 - BC building 19, Engineering Office
 - BC building 22, Mess Hall and Bunkhouse
 - BC building 27, Warehouse No. 1
 - BC building 29, Gold Room
 - BC building 35, Warehouse No. 3
 - BC building 56, Root Cellar
 - BC building 67, Troberg Residence
- Parks Canada currently retains buildings at Bear Creek for use as:
 - recorded artifact storage (8 structures)
 - unrecorded artifact storage (11 structures)
 - contemporary storage (8 structures)

- carpentry workshop (1 structure)
- staff housing (1 structure)
- Parks Canada currently rents 2 warehouses to the local museum for artifact storage.
- See Appendix A: Use and Occupancy

Current Issues and Challenges

- Structural stability of existing structures is deteriorating creating a health and safety concern at the site. The current site operating costs are not enough to mitigate these concerns.
- HSMBC status of Bear Creek Compound is unresolved. A submission report/nomination to HSMBC is required to determine the cultural significance of the compound. Once resolved, only then can the Field Unit determine the future of Bear Creek Compound.
- Attitudes toward level II resources prevent adequate opportunity for recapitalization. Both level I and level II resources are priorities for recapitalization. It is not expected that all level I resource investments are to be made before any requirements for level II resources can be considered. Threats to level II resources are threats to commemorative integrity.
- The compound is a significant assemblage of structures and artifacts, loss of a part of the assemblage would decrease the integrity of the site.
- Severing ties with Bear Creek Compound through divestment or demolition may create bad feelings within the community of Dawson City.
- Severing ties with Bear Creek Compound through divestment or demolition would negate any image of leadership in cultural resource management that Parks Canada maintains.
- Cost to move operations out of Bear Creek Compound may be greater than continued use and maintenance of the site. See Appendix B: Cost to Build New Infrastructure.
- Divestment through strategic targeting of artifact collections to other locations would reduce the integrity of the artifacts.

Direction

The following table outlines the many directions Parks Canada must follow. During the options analysis portion of the report, these directions will be referenced and used to rank options proposed.

Source	Direction
Parks Canada Agency Corporate Plan 2005/2006 – 2009/2010	<p><i>Section 3: Program Activity 2: Planned Result 6: Maintain or improve the commemorative integrity of National Historic Sites; Maintain or improve the state of other cultural resources administered by Parks Canada.</i></p> <p>“With the new funding provided in Budget Plan 2005, the Agency will accelerate its investment in the conservation of a variety of cultural resources. This is a positive step and will begin to address the nearly two-thirds of all Parks Canada assets which are in need of repair.”</p> <p><i>Parks Canada Agency Corporate Plan 2005/2006 – 2009/2010, Section 3: Program Activity 2: Conserve Heritage Resources.</i></p> <p>“Improve the state of other cultural resources managed by Parks Canada by March 2014.”</p>
Yukon Field Unit Superintendent’s Goals 2006/2007	To ensure an integrated approach (protection, education, visitor experience) is reflected in all policy development/advice, decision-making, management and business planning.
Yukon Field Unit Sustainable Business Plan 2006/2007 – 2010/2011	<p>“With National Office support, demonstrate leadership in the management of Level II cultural resources.”</p> <p>“Develop and implement a sustainability strategy for Bear Creek.”</p>
Historic Site and Monuments Board of Canada	<p><i>Minutes of the Fall 1987 meeting</i></p> <p>“While the Gold Room at Bear Creek should be maintained, a major commemoration of Bear Creek as the centre for corporate mining activity in the Klondike was thought to be premature. It was recommended that this facet of resource exploitation be interpreted in a modest fashion at Dredge #4 until such time as Bear Creek’s relative significance can be evaluated through a comparative study placing it in context.”</p> <p><i>Minutes of the Spring 1991 meeting</i></p> <p>“Dr. Humphries suggested that in light of Mr. Harper’s comments respecting Bear Creek, it might be worthwhile for the Board to review its position with respect to the site at an up-coming Board meeting. The members supported this view.”</p>
Treasury Board Heritage Buildings Policy revised April 15, 1998	<p><i>Policy Requirements</i></p> <p>“(c) Departments are responsible for all decisions affecting the heritage character of a heritage building that has been designated as either classified or recognized. In making these decisions departments must ... (ii) in the case of a recognized heritage building, obtain appropriate heritage advice before undertaking any intervention that may affect its heritage character and consult with the Parks Canada Agency as early as possible before dismantling, demolishing, or selling it.”</p> <p>“(e) When the existing program use of a heritage building that has been designated as either classified or recognized ends, or the building is no longer fully used, departments must make best efforts to arrange for appropriate alternative uses first within the department, then within the federal government, then outside of the federal government. In so doing, departments must ... (ii) in the case of a recognized heritage building, decide whether to continue to protect its heritage character and specify the nature and level of any heritage protection in any sale agreement.”</p>

Dredge No. 4 NHSC Management Plan 2004

2.1 Resources: Designated Place
“These associations within the Klondike industrial mining complex should also be understood and protected: ...it’s linkages to regional corporate infrastructure (Bear Creek camp, power plants, business office, dredge camps, the road network, power and telephone lines); ...”

2.3 Other Heritage Values
“A third element of the commemorative integrity statement encompasses other heritage values associated with Dredge No. 4 National Historic Site of Canada, including it’s ... relationships to other heritage attractions in the Yukon and Northern British Columbia. These values include ...sites associated with the consolidation of gold mining operations (Bear Creek camp, Joy Boyle plaque) ...”

2.3 Other Heritage Values: Objectives
“Work cooperatively with other stakeholders to protect and present the full history and heritage of dredge operations in the Yukon.”

2.3 Other Heritage Values: Current Situation
“More information is required about the significance of ... Bear Creek ... to define [its] relationship to other Parks Canada holdings. Also, recording of Level II resources associated with [Dredge No. 4] is incomplete.”

2.3 Other Heritage Values: Current Situation
“Through the process of identifying and acquiring properties to commemorate the Klondike Gold Rush, Parks Canada has acquired a number of properties and resources, some of which require further evaluation to determine their historic value. Those without designation include the properties known as Bear Creek, the Gold Room at Bear Creek, Upper Bonanza Reserve, and Dredge No. 12.”

2.3 Other Heritage Values: Key Actions
“Develop and implement a strategy to ensure that Level II resources contributing to the integrity of the designated place are preserved and maintained.”

2.3 Other Heritage Values: Key Actions
“Complete an evaluation of these properties and resources to determine their historical significance. If warranted, facilitate proposals to the HSMBC to consider them for designation as national historic sites. Pending this evaluation, continue to provide only those services essential to their interim protection. Should an evaluation of any of these properties determine they do not warrant commemoration, facilitate public consultation to determine their future.”

2.3 Other Heritage Values: Key Actions
“Develop a strategy to determine the relative value of physical resources associated with dredging at Bear Creek with the intent of preserving necessary components in the rapidly deteriorating complex.”

<p>Dredge No. 4 NHSC Commemorative Integrity Statement, August 20, 1999</p>	<p><i>Commemorative Intent</i> “The HSMBC also recommended that, this facet of resource exploitation be interpreted in a modest fashion at Dredge No. 4 until such time as Bear Creek’s relative significance can be evaluated through a comparative study placing it in context.”</p> <p><i>1.1.a Historic Place - Values: Associative Values</i> “The following associative values relating to the dredge should be protected: ... its linkages to regional corporate infrastructure, i.e. Bear Creek camp, power plants, business office, dredge camps, the network of roads, power and telephone lines ...”</p> <p><i>2.1 Nationally Significant Messages - Values</i> “The details of the industrialized mining system and its operation are an important element in using the visitor’s personal experience to tie them into the larger issues of the corporate mining era. Details of the typical mine face operations in the 1930s and 40s including prospecting, ground preparation, and mining as well as the support services such as dredge camps, Bear Creek, and Dawson City and the relationships between them should all be presented.”</p> <p><i>3.1 Heritage Values</i> “Other heritage values associated with Dredge No. 4 include ... other heritage attractions in the Yukon and northern British Columbia. These values include the ... sites associated with the consolidation of gold mining operations (Bear Creek camp, Joe Boyle plaque), ...”</p> <p><i>Appendix A: HSMBC Recommendations on Dredge No. 4</i> “While the Gold Room at Bear Creek should be maintained, a major commemoration of Bear Creek as the centre for corporate mining activity in the Klondike was thought to be premature. It was recommended that this facet of resource exploitation be interpreted in a modest fashion at Dredge No. 4 until such time as Bear Creek’s relative significance can be evaluated through a comparative study placing it in context.”</p>
<p>Federal Heritage Building Review Office</p>	<p>See FHBRO Code of Practice</p>
<p>Cultural Resource Management Policy</p>	<p><i>2.2.2 Level II</i> “A resource that is not of national historic significance may have historic value and thus be considered a cultural resource.”</p> <p>See CRM Policy</p>
<p>Health and Safety</p>	<p>See Canada Labour Code Part II</p>

Options Analysis

Based on **Current Assets and Operations**, and **Current Issues and Challenges** as outline above, the following seven options are proposed. Results, actions required, risks, and benefits are outlined below.

	A. Planned decline	B. Planned decline with core building retention	C. Divestment	D. Divestment with core building retention	E. Non-Profit Divestment	F. Partnerships	G. Full stabilization/preservation
Results	<ul style="list-style-type: none"> - 90 structures are demolished - Dawson Historical Complex NHS structures are developed and used as artifact accommodation, lumber storage, and large scale carpentry workspace - land acquisition and new construction to accommodate insufficiencies in artifact accommodation, lumber storage, and large scale carpentry workspace 	<ul style="list-style-type: none"> - non-core structures are demolished - core structures remain for operational purposes only 	<ul style="list-style-type: none"> - no association with compound - Dawson Historical Complex NHS structures are developed and used as artifact accommodation, lumber storage, and large scale carpentry workspace - land acquisition and new construction to accommodate insufficiencies in artifact accommodation, lumber storage, and large scale carpentry workspace 	<ul style="list-style-type: none"> - non-core structures are sold for rehabilitation/ restoration on site, removal from site, or dismantling - core structures remain for operational purposes only 	<ul style="list-style-type: none"> - structures and land owned by a non-profit organization. Parks Canada would be a member of the board of directors Parks Canada leases structures from non-profit organization for operational purposes only 	<ul style="list-style-type: none"> - partnerships between various organizations, businesses, corporate interests, and Parks Canada exist to determine the use, operation, and maintenance of various facilities. - core structures used for operational purposes only 	<ul style="list-style-type: none"> - compound assemblages, both structures and artifacts, are preserved

	A. Planned decline	B. Planned decline with core building retention	C. Divestment	D. Divestment with core building retention	E. Non-Profit Divestment	F. Partnerships	G. Full stabilization/preservation
Actions required	<ul style="list-style-type: none"> - facilitate public consultation - document building conditions and contents - reevaluate space required for contemporary storage - strategically target divestiture of in situ artifacts - develop artifact accommodation in town for existing collections and move collections to newly developed space -develop lumber storage in town and move to newly developed space - develop large scale carpentry workshop in town and move large scale carpentry equipment to newly developed space - demolish buildings when structures pose a health and safety or fire risk - cease lease with Museum Society 	<ul style="list-style-type: none"> - facilitate public consultation - document non-core building conditions and contents - reevaluate space required for contemporary storage - strategically target divestiture of in situ artifacts, and artifacts housed in non-core structures - demolish non-core buildings when structures pose a health and safety or fire risk - maintain core buildings related to current operations - lease two buildings to Dawson Museum Society 	<ul style="list-style-type: none"> - facilitate public consultation - document building conditions and contents - reevaluate space required for contemporary storage - strategically target divestiture of in situ artifacts - develop artifact accommodation in town for existing collections and move collections to newly developed space - develop lumber storage in town and move to newly developed space - develop large scale carpentry workshop in town and move large scale carpentry equipment to newly developed space - cease lease with Museum Society 	<ul style="list-style-type: none"> - facilitate public consultation - document building conditions and contents - reevaluate space required for contemporary storage - prepare baseline estimates of costs to rehabilitate/restore prioritized buildings for potential buyers - strategically target divestiture of in situ artifacts, and artifacts housed in non-core structures - divest non-core buildings to interested parties for rehabilitation/ restoration on site, removal from site, or dismantling - maintain core buildings related to current operations - lease two buildings to Museum Society 	<ul style="list-style-type: none"> - facilitate public consultation - document building conditions and contents - reevaluate space required for contemporary storage - strategically target divestiture of in situ artifacts - cease lease with Museum Society 	<ul style="list-style-type: none"> - facilitate public consultation - document building conditions and contents - reevaluate space required for contemporary storage - strategically target divestiture of in situ artifacts - lease two buildings to Museum Society 	<ul style="list-style-type: none"> - document building conditions and contents - prepare baseline estimates of costs to rehabilitate/restore prioritized structures - implement rehabilitation/ restoration of prioritized buildings - maintain all structures - lease two buildings to Museum Society

	A. Planned decline	B. Planned decline with core building retention	C. Divestment	D. Divestment with core building retention	E. Non-Profit Divestment	F. Partnerships	G. Full stabilization/preservation
Benefits	- no maintenance costs at compound	- potential for some buildings to be saved	- potential for some buildings to be saved - interested parties may include: Museum, Klondike Visitor's Association, Klondike Institute for Arts and Culture, or private parties - each building divested will save Parks Canada the cost of demolition	- potential for some buildings to be saved - interested parties may include: Museum, Klondike Visitor's Association, Klondike Institute for Arts and Culture, or private parties - each building divested will save Parks Canada the cost of demolition	- increased opportunity for protection and use of the buildings in the compound - operation and maintenance of the property would be directed by the corporation - corporation could advance a nomination for national significance to the HSMBC and could assess funding through the cost share program - other sources of funding could be accessed by a non-government body - Parks Canada would no longer own the property but would occupy certain buildings for infrastructure use	- historic integrity of the compound is saved to a greater extent - productive use (and thus preservation) of more of the structures at compound - opportunities for interpretive programs to be developed with tourism interests	- will foster image of leadership in CRM

	A. Planned decline	B. Planned decline with core building retention	C. Divestment	D. Divestment with core building retention	E. Non-Profit Divestment	F. Partnerships	G. Full stabilization/preservation
Risks	<ul style="list-style-type: none"> - public reaction may be negative - will not foster image of leadership in CRM - historical integrity of the compound is greatly impaired - cost of relocation, development, and higher O&M costs in Dawson Historical Complex - artifact assemblages will be greatly reduced - failure to find a suitable party to accept artifacts will result in the sale or disposal of artifact collections - interpretation is not a prominent feature - outstanding issue with HSMBC 	<ul style="list-style-type: none"> - public reaction may be negative - historical integrity of the compound is greatly impaired - artifact assemblages will be greatly reduced - failure to find a suitable party to accept artifacts will result in the sale or disposal of artifact collections - interpretation is not a prominent feature - outstanding issue with HSMBC 	<ul style="list-style-type: none"> - public reaction may be negative - will not foster image of leadership in CRM - historical integrity of the compound is greatly impaired - cost of relocation, development, and higher O&M costs in Dawson Historical Complex - artifact assemblages will be greatly reduced - failure to find a suitable party to accept artifacts will result in the sale or disposal of artifact collections - interpretation is not a prominent feature - Parks Canada may have to lease back some buildings at compound for infrastructure - outstanding issue with HSMBC 	<ul style="list-style-type: none"> - public reaction may be negative - historical integrity of the compound may be greatly impaired - complications associated with accommodating the needs of other occupants in the compound may arise - artifact assemblages will be greatly reduced - failure to find a suitable party to accept artifacts will result in the sale or disposal of artifact collections - interpretation is not a prominent feature - outstanding issue with HSMBC 	<ul style="list-style-type: none"> - implementation requires a knowledge of the development and operation of a non-profit organization - Parks Canada may not attract interested parties - if this option fails we end up with option A - objectives must be attractive to others and compatible with the principles of CRM - outstanding issue with HSMBC 	<ul style="list-style-type: none"> - shared use of the facilities may compromise some heritage values of the compound - interpretation is not a prominent feature - arrangements to accommodate the interests and needs of others is challenging and time consuming - if this option fails we end up with a version of option A - outstanding issue with HSMBC 	<ul style="list-style-type: none"> - financial requirement is potentially larger than Field Unit can accommodate - outstanding issue with HSMBC
Cost	not available	not available	not available	not available	not available	not available	not available

Options Analysis based on Direction

Based on the **Direction** given, the above seven options are measured.

X - does not follow direction

✓ - follows direction

Direction	Options						
	A	B	C	D	E	F	G
Parks Canada Agency Corporate Plan 2005/2006 – 2009/2010	X	✓	X	✓	✓	✓	✓
Yukon Field Unit Superintendent's Goals 2006/2007	X	✓	X	✓	✓	✓	✓
Yukon Field Unit Sustainable Business Plan 2006/2007 – 2010/2011	X	✓	X	✓	✓	✓	X
Dredge No. 4 NHSC Management Plan 2004	X	X	X	X	X	✓	✓
Dredge No. 4 NHSC Commemorative Integrity Statement, August 20, 1999	X	X	X	X	X	✓	✓
Historic Site and Monuments Board of Canada	X	X	X	X	X	✓	✓
Treasury Board Heritage Buildings Policy revised April 15, 1998	✓	✓	✓	✓	✓	✓	✓
Federal Heritage Building Review Office	✓	✓	✓	✓	✓	✓	✓
Cultural Resource Management Policy	✓	✓	✓	✓	✓	✓	✓
Health and Safety	✓	✓	✓	✓	✓	✓	✓
Placement	4	3	4	3	3	1	2

Preferred Option

In accordance with the Direction given Option F: Partnerships is the preferred option.

Partnerships create both a sustainable and cultural resource management responsible solution to the current issues and challenges at Bear Creek Compound. In addition, opportunities to address the three pillars; protection, education, and visitor experience can be met through partnerships.

Implementation of Preferred Option

The following broad scale implementation plan is proposed

Methodology

1. Submit Bear Creek Compound to HSMBC for nomination
2. Document building conditions and contents
 - a. Continue heritage recording of prioritized structures
 - b. Acquire heritage recording reports, photographs, and reports
 - c. Produce archival film of compound as it exists today
 - d. Continue structural assessments by engineer
 - e. Acquire structural assessment reports
 - f. Acquire approximate costs to rehabilitate prioritized structures based on engineering reports
 - g. Develop portfolios for each structure
3. Reevaluate space required for contemporary storage
4. Develop guidelines for use of structures on site (environmental, cultural integrity, health and safety, etc.)
5. Develop communication strategy
6. Implement communication strategy
 - a. Facilitate field unit management team consultation
 - b. Facilitate public consultation, target:
 - Dawson City community
 - Dawson business community
 - The Tourism Industry Association of the Yukon
 - The Yukon Department of Tourism
 - The Yukon heritage community
 - Specific individuals
 - c. Distribute portfolios for each structure to interested partners
 - d. Distribute approximate costs to rehabilitate prioritized structures to interested partners
7. Stabilize prioritized buildings based on engineering reports

- 8. Strategically target divestiture of in situ artifacts (if required)
- 9. Continue to lease two buildings to Museum Society

- 7. Stabilize prioritized buildings based on engineering reports continuous
- 8. Strategically target divestiture of in situ artifacts (if required) Nov 2009
- 9. Continue to lease two buildings to Museum Society continuous

Schedule

- 1. Submit Bear Creek Compound to HSMBC for nomination Apr 2007
- 2. Document building conditions and contents
 - a. Continue heritage recording of prioritized structures continuous
 - b. Acquire heritage recording reports, photographs, and reports continuous
 - c. Produce archival film of compound as it exists today Jun 2007
 - d. Continue structural assessments by engineer continuous
 - e. Acquire structural assessment reports continuous
 - f. Acquire approximate costs to rehabilitate prioritized structures based on engineering reports continuous
 - g. Develop portfolios for each structure Nov 2007
- 3. Reevaluate space required for contemporary storage May 2008
- 4. Develop guidelines for use and occupancy of structures on site (environmental, cultural integrity, health and safety, etc.) Nov 2008
- 5. Develop communication strategy Nov 2008
- 6. Implement communication strategy Apr 2009
 - a. Facilitate field unit management team consultation
 - b. Facilitate public consultation, target:
 - Dawson City community
 - Dawson business community
 - The Tourism Industry Association of the Yukon
 - The Yukon Department of Tourism
 - The Yukon heritage community
 - Specific individuals
 - c. Distribute portfolios for each structure to interested partners
 - d. Distribute approximate costs to rehabilitate prioritized structures to interested partners

Products

- | | |
|---|-----------------------------------|
| Heritage Recording drawings, photographs, reports | Heritage Recorders |
| Archival film | Contractor |
| Structural assessment reports | PWGSC Engineer |
| Approximate rehabilitation costs report | PWGSC Engineer |
| Building portfolios | Technical Officer |
| Contemporary storage requirement report | Technical Officer |
| Occupancy and use guidelines report | Contract and Material Mgt Officer |
| Communication strategy | Communications Manager |

Conclusion

Direction in managing cultural resources is clear. Sustainable management of cultural resources is a challenge. Partnerships with other interested parties are the only feasible option available while maintaining leadership in cultural resource management. This template has succeeded in other parks and organizations and must be attempted before demolition is contemplated.

Appendices

Appendix A: Use and Occupancy

Appendix B: Cost to Build New Infrastructure

Appendix C: Heritage Character Statements for FHBRO Recognized Structures

Resources

Parks Canada Agency Corporate Plan 2005/2006 – 2009/2010

Yukon Field Unit Superintendent's Goals 2006/2007

Yukon Field Unit Sustainable Business Plan 2006/2007 – 2010/2011

Historic Site and Monuments Board of Canada

Treasury Board Heritage Buildings Policy revised April 15, 1998

Dredge No. 4 NHSC Management Plan 2004

Dredge No. 4 NHSC Commemorative Integrity Statement, August 20, 1999

Federal Heritage Building Review Office Code of Practice

Cultural Resource Management Policy

Canada Labour Code Part II

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After the Gold Rush

The Integrated Community Sustainability Plan

Volume I : The City of Dawson and Tr'ondëk Hwëch'in Community Vision



Guide to “After the Gold Rush”

“After the Gold Rush” is published in three volumes:

Volume I The City of Dawson and Tr’ondëk Hwëch’in Community Vision outlines the visioning process and the creation of community value statements, a community vision, and sustainability definitions and principles. It describes the challenges facing our community today and explains the opportunities available to meet them.

Volume II Strategies and Implementation identifies the actions that will move us towards a sustainable community. It contains an inventory of our resources and highlights key areas for development. Monitoring and assessment processes are also contained in this volume.

Volume III Appendices includes the appendices and background information necessary to fully understand the consultation, formulation, planning and development processes.

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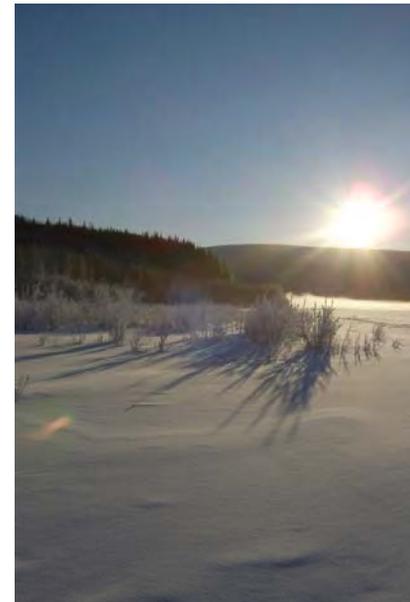
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Acknowledgements

After the Gold Rush: the Tr'ondëk Hwëch'in and City of Dawson Integrated Community Sustainability Plan (ICSP) was developed in partnership by the Tr'ondëk Hwëch'in and the City of Dawson. We acknowledge the hard work and commitment of the many individuals who contributed to the development of the plan. We also appreciate the assistance of the Association of Yukon Communities and the Yukon Government in making this plan a reality.



We wish to thank those members of the community that participated in the ICSP community consultation process through public meetings, open houses, responding to questionnaires and in other capacities. Your comments and suggestions were invaluable. We couldn't have done it without you!

Introduction to “After the Gold Rush”

“**After the Gold Rush**” is a long-term, comprehensive plan, developed in consultation with the community. It will provide direction for the community to realize sustainable objectives in the decades ahead. The environmental, cultural, social, governance and economic dimensions of our identity will be shaped by the principles and guidance proposed in the plan. The plan identifies a community vision, community value statements and sustainable principles which will help the community create a sustainable future.

Identifying community resources and the assessment and monitoring of projects and programmes will continue as the plan evolves.

A part of community development

This plan was part of a comprehensive planning process. It will act as a source document for more specific planning purposes. It may be used to guide related planning processes, such as the Official Community Plan, and it will help provide direction in decision making.

The plan’s adoption by Tr’ondëk Hwëch’in Chief and Council and the City of Dawson Mayor and Council means the guiding principles and proposals will be incorporated into local governments’ policies and plans.

Why we need sustainability

We all need to be aware of the resources we consume if we are to avoid a future of scarcity, shortage and conflict. Being sustainable is a means to addressing climate change, ever-growing resource use and waste creation, and reversing environmental degradation.

Sustainability also means re-evaluating our way of life and our society to best protect our environment, services, economy and democratic rights.

Being sustainable is about meeting the everyday needs of the current generation without harming future generations’ ability to meet their own needs.

Creating the plan

The initial stages in the plan’s development involved local government officers and representatives creating a framework for the planning and consultation processes.

Community consultation initiatives included public meetings, open houses, questionnaires, informal interviews and RSS student input, and provided the opportunity for individuals, societies, organizations and governments to participate.

Consolidating public input and incorporating governments’ objectives lead to the creation of draft documents. Consideration and identification of priorities subsequently helped bring the plan to fruition.

Plan parameters

The scope of the plan is defined in legal and physical terms. The extent of local jurisdictions and the potential wider impacts were taken into consideration

Legal : “After the Gold Rush” acknowledges legal boundary limits to the plans’ scope. The plan therefore encompasses Tr’ondëk Hwëch’in traditional territory and the City of Dawson municipal boundaries only. Clearly defining existing jurisdictional borders allows for easier implementation of programs and makes access to funding easier. However, consideration must be given to the effects of developments currently beyond these areas.

Cross boundary : Planning decisions cannot normally be considered in isolation and often impact the wider community. The plan intends that links be developed to address issues that extend beyond the political boundaries. Similarly, sustainability principles specifically require that other affected populations be included in the planning process, and consultation with affected populations outside legal boundaries may be imperative.

Equally important is the need to address the “downstream” effects on this locality of planning decisions made elsewhere. A mechanism may be developed to identify impacts and the measures necessary to address them.

Physical : The plan gives consideration to the physical environment that affects, or may be affected by, ICSP initiatives. Local topography and watersheds are an integral part of any community and can seriously be impacted by development or changes to lifestyles. Thus, the wider environment may be considered an important component in the planning process.



Creating a sustainable future for our community

Dawson City is a unique community with a history that sets it apart. The Klondike Valley was the scene of the world's biggest gold rush, whose impacts still reverberate today. The local First Nation people survived the massive influx of miners and are today a confident self-governing nation. Dawson City is on the northern edge of civilization, peopled by a resourceful and imaginative population.

It is an inclusive community, where everyone is valued and accepted regardless of background or lifestyle. The community has survived and thrived through a series of boom and bust cycles and has always conjured the spirit to bounce back. Located along one of the world's largest rivers, the area enjoys a bountiful supply of natural resources that sustain the community.

To meet the needs of the community and the environment, careful planning and stewardship of resources are required. ***“After the Gold Rush” - the Tr’ondëk Hwëch’in and City of Dawson Integrated Community Sustainability Plan*** will guide the community through the inevitable changes that face the region and the planet.

An ICSP is 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.

The ICSP will have three main benefits.

- Through the process the community can better understand its future direction and work collectively towards achieving its goals.
- It should enhance capacity to meet community needs.
- Successful completion of the plan will help the City of Dawson and Tr’ondëk Hwëch’in identify funding sources to implement their plans.



Courtesy of Yukon Archives

A memorandum of agreement was signed between Tr’ondëk Hwëch’in and the City of Dawson which acknowledged that the organizations have many shared objectives and agreed to collaborate in the development of one unified or two separate Integrated Community Sustainability Plans.

Our history

The Tr'ondëk Hwëch'in were the first people to inhabit this region, settling throughout central and west Yukon thousands of years ago. As part of the larger Hän Nation, the Tr'ondëk Hwëch'in travelled what is now known as the Yukon River and its tributaries, from the Stewart to the Klondike rivers. The Yukon River provided abundant supplies of salmon during the summer, while seasonal caribou and big-game hunts sustained the people throughout the fall and winter months.

Relying on the salmon runs the Tr'ondëk Hwëch'in spent much of the year in fish camps along the shores of the Yukon River. They were one of the few Yukon tribes to develop permanent seasonal villages, and built moss houses and semi-subterranean dwellings made of wood and dirt. Moving inland each season to hunt and trap caribou and other game, the people returned to their fish camps to cache the meat and prepare for the following seasons.

The Hän's first contact with Europeans occurred when Russian and Hudson Bay fur traders established their trading posts in the region, between the late 1700s and 1840s. Initially, the impacts to the traditional lifestyle were limited; however, this was to change with the huge influx of gold miners and settlers in their territory following the discovery of gold in a nearby creek in 1896. The Tr'ondëk Hwëch'in were one of the Yukon First nations most affected by the Klondike Goldrush as their village, at the confluence of the Yukon and Klondike Rivers, suddenly became the focus of the search for gold.



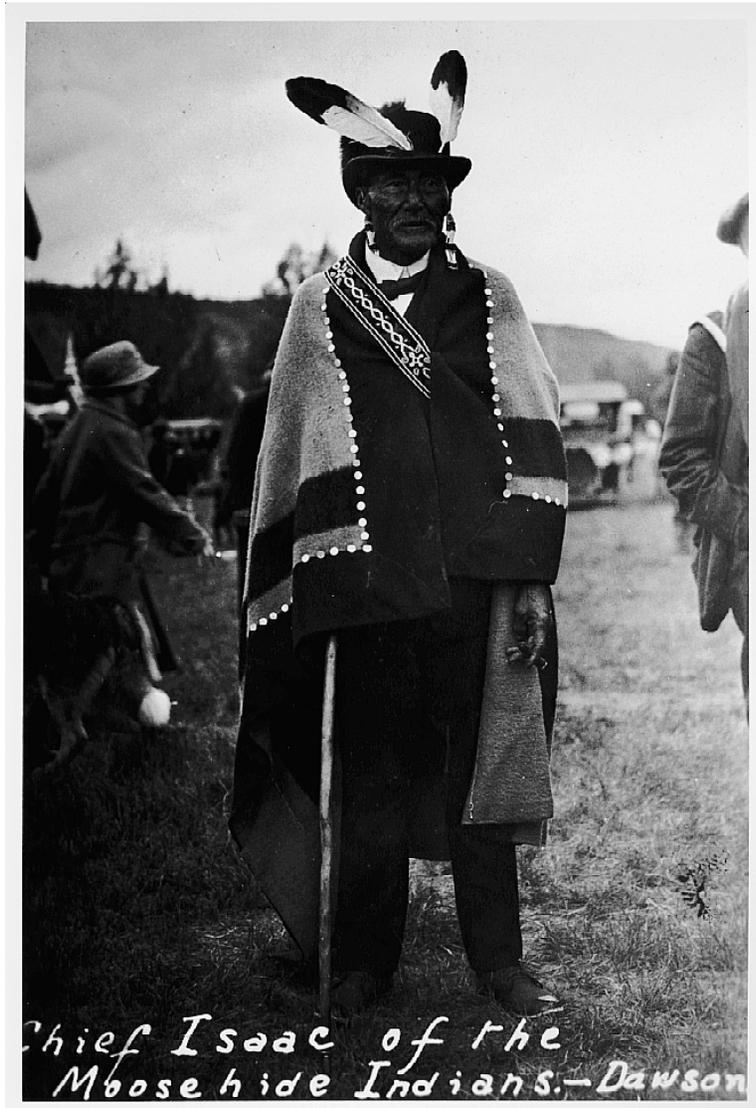
Courtesy of Yukon Archives

In August 1896, Skookum Jim and Dawson Charlie with their American colleague, George Carmacks, struck a major gold seam in Rabbit Creek. Such was their discovery that they renamed the stream Bonanza Creek and triggered the Klondike gold rush. Word of the discovery and potential riches spread around the globe, and the population and community quickly grew. Dawson City, named after George M. Dawson, director of the geological survey of Canada who explored the region, was established to service the boom and soon became the largest centre west of Winnipeg and north of Seattle.



Courtesy of Yukon Archives

Growth and Adaptation



The Tr'ondëk Hwëch'in kept close ties to their traditional lifestyle despite the tremendous upheaval caused by the arrival of newcomers. The people relocated to Moosehide, a village five kilometres downstream. Chief Isaac, the leader of the Tr'ondëk Hwëch'in, entrusted the traditional songs and dances of his people to the First Nation people in the village of Mansfield, Alaska, just across the border. They were to be returned when the Tr'ondëk Hwëch'in were ready. Despite this threat to their lifestyle, the First Nation did play an important role during the Gold Rush by utilizing their traditional knowledge of the land and supplying food and clothing to the stampeders.

Dawson's wealth grew to such an extent that by 1898 the now-refined city was known as "The Paris of the North," boasting a telephone service, running water and steam heat, hotels, theatres and dance halls. It became the seat of the new Territorial Government. However, the euphoria was short lived and the stampede for gold soon came to an end. In the summer of 1899 alone, 8,000 people left Dawson, many to follow their dreams in other goldfields. By 1902, with population of less than 5,000, Dawson was officially incorporated as a city. The Tr'ondëk settlement at Moosehide was designated a reserve that same year.

After the Gold Rush

Shaping our community

Major mining operations took over most of the Klondike gold beds in the years following the Gold Rush, but production declined after an all-time high in 1911. Higher gold prices caused a minor boom in the 1930s, but the last dredge was shut down in 1966. The Yukon's economic centre shifted to Whitehorse, which became the Yukon's capital in 1953.



In the 1950s, the Tr'ondëk Hwëch'in returned to the town, becoming an integral part of the community. In the early 1960s, Dawson City was declared a national historic site; the abundance of historic areas, buildings and Gold Rush artefacts, and strong First Nation presence and culture, attracted national recognition. Placer mining, government services and a developing tourist trade, continued to be the economic mainstays.

The Tr'ondëk Hwëch'in Final and Self-Government Agreements came into effect in 1998. The Agreements heralded a fundamental change in the status of the Tr'ondëk Hwëch'in government, which was granted lands and authorities similar to those of a province. The two governments, the City of Dawson and the Tr'ondëk Hwëch'in, now work in partnership to ensure the political, economic, social and cultural well-being of the community.



After the Gold Rush

Our community today

Dawson City is a thriving community, with a reputation for its openness, community spirit and creativity.

The population has remained constant over the past decade, with roughly 1300 residents calling the community home year round. The seasonal nature of the economy sees the population grow three-fold in the summer months.



The community is well known for its vibrant arts and culture scene. Successful partnership initiatives instigated by the Dawson City Arts Society include the creation of the Klondike Institute of Arts and Culture and the School of Visual Arts. Events like the film, music and arts festivals promote the development of contemporary arts and culture in the region and have seen Dawson City gain a reputation as a cultural capital of national significance.



Courtesy of Tr'ondëk Hwëch'in

Gold has been a mainstay of the local economy since the early days of the Gold Rush. Although large-scale mining ceased in the 1960s, placer mining continues to be an important sector of the local economy. More recently, the community has successfully been promoted as a tourist destination, primarily founded on the unique and original historic townscape, Gold Rush attractions and Tr'ondëk Hwëch'in heritage. The promotion of history and heritage has enormous tourism and economic potential for the community.



Courtesy of Dawson City Music Festival

Challenges and opportunities

Dawson City's local governments and community members face a number of challenges at global, regional and local levels, but also have the opportunities and resourcefulness to create innovative solutions. "After the Goldrush" intends to address these issues and challenges and make the most of opportunities to ensure a prosperous future for the community, the people and the region.

Global challenges:

The effects of climate change, perhaps the biggest threat currently facing our planet, have proven to be more profound in the North. *These will inevitably affect the region's weather patterns, wildlife behaviour and species distribution. Traditional knowledge will likely have to be reassessed and resource management become adaptive.*

The impending fuel and energy-resource crisis will have a disproportionate effect on northern communities. *A reduction in availability of oil-based fuels will likely lead to price increases, higher transportation costs and more costly access to isolated communities for residents and visitors. Costs of living and services will increase.*

The impacts of globalization and commercialization are extensive. *Current global marketing and commerce promote multinational conglomerates and are widely acknowledged as restricting local trade. They also lead to ever-widening wealth gaps.*

Environmental degradation and its impacts are already widespread and growing. *The global effects of deforestation and pollution have already impacted the arctic and sub-arctic. Proposed and continuing non-renewable resource development, especially in the North, will continue to exacerbate climate change and environmental damage, and pose a risk to community health.*



Increasing resource consumption and consumer demand is expected to rise. *Consumerism continues to be encouraged, and with it both the use of resources and the creation of waste have intensified. The growing levels of energy required to manufacture, operate and dispose of consumer goods is similarly a cause for concern.*

Global challenges



Collective and individual responsibility is often lacking in national and international decision-making processes. *The effects of decisions often go beyond local and national boundaries. The impacts of national decisions and individual behaviour can have long-term implications for other nations, often on a global scale.*



The true cost of manufacturing and consumption must be recognized. *The impacts of consumer use are often discussed; however, the true costs of manufacturing and disposal are usually overlooked. These life-cycle costs play an important role in determining the impact a product has on the environment.*



Increases in population and changes in global demographics present serious challenges to the planet's ability to sustain life. *As populations grow and people move to urban centres, so the demands on resources have increased to unsustainable levels. Urban communities traditionally use more energy per capita than rural ones.*

Local challenges

Local challenges

Increasing fuel and resource costs are affecting the already high cost of living. *The costs of living in an isolated northern community have traditionally been high. Higher fuel prices and greater transportation costs will inevitably lead to further increases for community members and businesses. The impact on tourism may also be considerable.*

The community's relative isolation presents considerable difficulties. *In addition to high costs, the community's location often makes it difficult to access goods and services. Time and monetary considerations can make it impractical to seek services away from the community. This is a problem for residents and businesses alike. There is currently no daily transit service into the community.*

The continuing shortage of housing and development land is causing concern. *Tr'ondëk Hwëch'in in particular are suffering a housing shortage and planning to locate housing subdivisions out of town to meet demand. Seasonal workers are finding it difficult to access adequate housing. In conjunction with increasing regional property prices, this is making it difficult for community members and potential residents to find affordable housing.*

The community and territory are experiencing considerable labour shortages. *Although a national problem, the labour shortage in the North has always presented local difficulties with potential workers attracted to the higher wages and reduced costs of provinces, like Alberta. The high costs of access and the housing shortage add to difficulties in encouraging long-term and seasonal employees.*



Local challenges



As with all northern communities, Dawson City relies on Federal and Territorial governments for a large proportion of its annual budget. *Irrespective of the question over the amount of federal and territorial subsidies, the sustainability of relying on fluctuating external monies to maintain the community is open to debate.*

Community health issues are becoming apparent. *As the First Nation recovers from the abuses of the past, so the effects of pollution and modern lifestyles are having an acknowledged impact on the whole community.*

The community relies on tourism and placer mining for economic development. *Seasonal activities form the basis of economic development in the community and limit economic potential. Such a restrictive economic base is susceptible to fluctuations and sudden reductions in community incomes.*

Both local governments have recently experienced considerable change and have still to reach their full potential. *While Tr'ondëk Hwëch'in is still in the process of developing and fulfilling its self-government mandate, the City of Dawson is recovering from a period of transition. This relative inexperience presents its own challenges for the community.*



Stricter controls on border crossings have been introduced. *The introduction of more stringent customs controls between Canada and the U.S. may discourage travellers from visiting the region and the community.*

Opportunities

In addressing these issues, Dawson City benefits from a considerable set of opportunities.

The community's location, size and relative isolation make it ideally situated to become a model community. *The community has the opportunity to plan in isolation, to a certain extent. While regional pressures and influence do exist, the community's location may allow it to develop and assess strategies and programs in an independent and creative manner.*

An abundance of renewable resources provides opportunities for sustainability. *Carefully managed resources may lead to greater self sufficiency, in energy provision and food production, for example. The natural environment can help sustain tourism and other economic development opportunities.*

A strong First Nation can promote traditional knowledge and values. *Tr'ondëk Hwëch'in has a vast knowledge of the region and sustainable stewardship. Adopting traditional values throughout community life can enhance long-term community health and environmental protection.*

The resourceful and creative population has a willingness to take steps to find alternative solutions. *The community is populated by resourceful people with the skills, knowledge and motivation to consider issues from a range of perspectives and identify creative solutions.*

The inclusive community supports diversity and encourages resourceful and independent people. *The community supports individuals irrespective of background or lifestyle, creating a diverse and welcoming population.*



Opportunities

Local governments are working together with government and community partners. *Tr'ondëk Hwëch'in and the City of Dawson are working in partnership to ensure the long-term health and prosperity of the community. Partnerships with community groups have the potential to enhance local facilities and programs and provide additional skills and experience.*

The inclusive community supports diversity and encourages resourceful and independent people. *The community supports individuals irrespective of background or lifestyle, creating a diverse and welcoming population.*

The community's strong heritage provides huge cultural and economic-development opportunities. *Celebration of the community's Tr'ondëk Hwëch'in and Gold Rush heritage currently provides considerable economic benefits. The enhancement of heritage facilities has the potential to attract even larger numbers of visitors. Traditional and more contemporary history gives the community a varied cultural perspective.*



Courtesy of Tr'ondëk Hwëch'in



Courtesy of Dawson City Arts Society

A creative traditional and contemporary arts scene provides considerable benefits. *As with heritage, the community's arts scene is vibrant and varied and attracts artists and visitors from around the world. The potential economic and social benefits are significant.*

The community has past experience of major political, social and economic upheavals. *From the effects of the Gold Rush to Tr'ondëk Hwëch'in self-government, the community has been witness to wide-ranging changes. History has given the community a unique perspective and an ability to embrace challenges.*

Our community values

Values are the foundation of any society. They represent what is important to us as a community. They are the guiding directives that shape the community and dictate direction. Values enable us to make decisions, identify priorities and take action.

Understanding and formulating our community values was only possible after a rigorous community-consultation process, including newsletters; questionnaires; public meetings; discussions with groups and organizations; a “School-wide write” with all grades at Robert Service School; meetings with Elders and Seniors groups; informal discussions with individual community members; input from the Dawson Forum; and direction from local governments. The responses helped us identify seven community values.

These values and their enhancement and protection form a vision for the community.

We value:

The historic character and heritage of the community – celebration and enhancement of the area’s history and the community’s heritage.

The natural environment – protection of natural resources through careful stewardship, including reduction, reuse and recycling.

Our inclusive community – growing a safe, supportive community that encourages resourcefulness, diversity, tolerance and independence.

The vibrant arts and cultural scene – using our creativity to inspire the community.

A strong First Nation community – celebration of the Tr’ondëk Hwëch’in identity.

A healthy community – physical, spiritual, emotional and intellectual growth through varied education and recreation opportunities.

A sustainable society – management of resources and partnerships for the long-term health and prosperity of the community.

Our community vision

Our community vision describes how we want the community to be in future. It explains what direction we'd like the community to take. It's a statement that also reflects our shared values and hopes, and enhances the things people care about. It provides a description of what a successful community will look like as we move towards a sustainable future.

It will guide the community into the future. It can instill a sense of pride and ownership, and create identity. Our vision will shape a sustainable future and give direction during the development of our ICSP.

In future, all major decisions that affect the community should reflect our shared vision. Accurately reflecting community aspirations can also generate goals people can identify with and will work towards. It will be an inspiration.

**“Honouring the past,
Sharing the present,
Embracing the future”**

“Our heritage and culture are unique, and we are committed to protecting and enhancing our historic community and First Nation traditions. We will strive to provide a sustainable future for the community and the environment and provide facilities and encouragement to reduce, reuse and recycle. We will be a safe community that fosters healthy enjoyment of recreational facilities and the natural environment. We will work diligently towards cooperation between governments and with community partners. We will encourage economic diversity based on the development of heritage, arts and culture.”

Sustainability

The word “sustainability” has many definitions and is often difficult to fully understand. Perhaps the best and simplest explanation comes from the World Council on Environment and Development which describes sustainability as the following:

“meeting the needs of the present without compromising the ability of future generations to meet their own needs.”

The Umbrella Final Agreement gives this explanation:

“beneficial socio-economic change that does not undermine the ecological and social systems upon which communities and societies are dependent.”

While sustainability is often seen only in terms of the environment, this plan will focus on all aspects of community sustainability including the built, economic, cultural, social and natural environments.



Courtesy of Yukon Archives



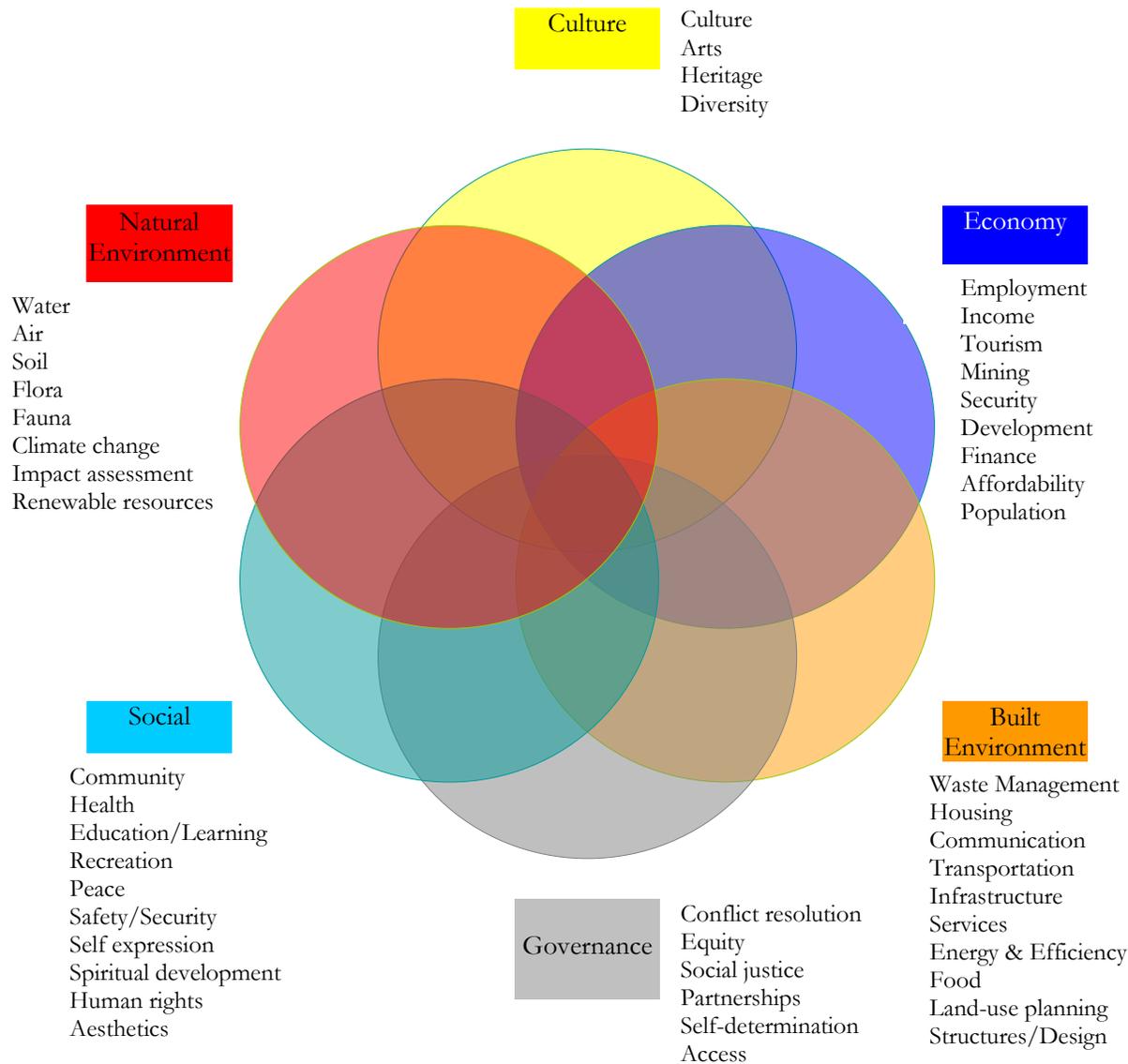
Sustainability principles

Sustainability principles are vital to the meaningful assessment of projects and programs. Our principles encompass our sustainability dimensions and will be the mechanisms by which decisions and initiatives are assessed. These principles are generic enough to allow for the development of related policies, but specific enough to avoid too wide an interpretation.

Our sustainability principles are best suited to the comprehensive ICSP for our community. They include all the potential sustainability dimensions and help focus on some of the community's characteristics: uniqueness, cooperation and the need to address production and consumption. They are also sufficiently detailed to allow for appropriate policy development. The principles are supported by a series of assessment criteria.

1. **Provide a long-term vision for communities based on sustainability; intergenerational, social, economic and political equity; and individuality.**
2. **Achieve long-term economic and social security.**
3. **Recognize the intrinsic value of biodiversity and natural ecosystems and protect and restore them.**
4. **Enable communities to minimize their ecological footprint.**
5. **Build on the characteristics of ecosystems in the development and nurturing of healthy and sustainable communities.**
6. **Recognize and build on the unique characteristics of the community, including their human and cultural values, history and natural systems.**
7. **Empower people and foster participation.**
8. **Expand and enable cooperative networks to work towards a common sustainable future.**
9. **Promote sustainable production and consumption through appropriate use of environmentally sound technologies and effective demand management.**
10. **Enable continual improvement, based on accountability, transparency and good governance.**

Sustainability dimensions



When sustainability dimensions are viewed as separate, unrelated parts of a community, issues and actions are often considered in isolation. Actions in one area may have a detrimental effect in another. Piecemeal solutions tend to create opposing groups and focus on short-term benefits without monitoring long-term results.

Rather than a piecemeal approach, our community will take into account the links between six dimensions of sustainability. The figure opposite shows the connections and actions to improve conditions in our sustainable community.

Addressing issues in our sustainable community will include referencing these links. Sustainability is about understanding the connections between and achieving balance among the dimensions of our community.

Community issues and opportunities

Community issues and opportunities have been identified from the community consultation process. Additional local-government goals and objectives were also identified and incorporated. Issues have been distributed among the six dimensions of sustainability. Where comments are relevant to more than one category, they have been included in the appropriate sections.

Built Environment

The historic character of the community is vitally important to community members and visitors alike. Encompassing the historic townscape and the wider traditional territories, our heritage buildings, attractions and locations play an important part in community life and remain major draws for tourists. However, approximately 60% of the community's historic buildings have been lost in the past 25 years. The preservation and retention of historic or heritage infrastructure is therefore seen as a key component in the community's continuing development. Measures to utilize vacant historic properties for commercial or retail uses should be encouraged. New buildings must be subject to appropriate design criteria. Requiring new businesses or residences to install appropriate frontages and signage would further enhance the historic nature of the community.



The community suffers from a blight of vacant lots and derelict properties distributed throughout the community. This is especially apparent in the downtown and historic cores. Many are privately owned by individuals who apparently have neither the will nor finance to develop the sites. In addition to being unsightly, these unused lots hinder regeneration by limiting the availability of developable land and properties. More effective building-standard and lot-development strategies and initiatives are needed to address this serious issue. Legislated measures to encourage or require development may also be investigated.

The compact size of the community is seen as a benefit by residents. It provides the opportunity for walking and other means of active transportation, with subsequently less reliance on vehicles. Access to services and facilities is convenient. Concentrating development within a defined urban core reduces urban expansion and helps maintain a viable downtown. The physical proximity of buildings and facilities is also reflected in the sense of community. Retaining the relatively small size, and impact, of the community has a number of tangible benefits. Improving neighbourhood access for seniors and those with low mobility should also be considered an important objective.

Local rivers and creeks have played a major role in the development of the community and continue to do so. Direct access to the Yukon River, from the downtown waterfront area in particular, is important to many community members for transport, recreation and fishing. This area is also a major focus for tourist operators and an important visitor attraction. The area has enormous service and retail development potential. Appropriate development of the waterfront area, including commercial-standard docking facilities, would have considerable community benefits and provide commercial opportunities as part of the historic downtown.

Built environment

The northern climate and relative isolation of the community have an enormous effect on resource provision and consumption. The extreme climate and high fuel prices have highlighted the need to reduce energy use and increase energy efficiency. Investing in local renewable community energy sources would reduce dependence on the regional hydro network, reduce emissions and provide a cost-effective supply. A hydrokinetic facility on the Yukon River has enormous potential, while wind, solar, biomass and geo-thermal alternatives require investigation. Designing new buildings, homes and facilities to more fuel-efficient standards would further decrease fuel consumption. Retrofitting or refurbishing existing community, commercial and private buildings to improve energy efficiency would bring long-term financial and environmental benefits.



Courtesy of Dawson City Museum

The provision of safe and reliable supplies of drinking water is a basic right and paramount in any society. This is especially relevant in our isolated northern community where the disruption or contamination of limited sources can be devastating. Regular upgrades to combat the effects of permafrost and freeze-thaw conditions are an expensive necessity. Continuing improvements to infrastructure should remain a priority and be adequately funded. The investigation of alternate technologies and practices should be encouraged to protect supplies and reduce usage and waste. Governments are to develop a comprehensive emergency response/contingency plan to deal with disruption or contamination of sources. Resource use and consumer consumption continue to increase at an unsustainable rate, with a subsequent rise in the volumes of solid waste generated. Environmental and economic issues, and physical constraints at the landfill, limit the available options for waste disposal. The high costs of fuel and transportation makes it uneconomical to haul materials to other regional or provisional centres. The current system of waste collection and handling does not encourage waste separation or recycling. Initiatives should be introduced to reduce material consumption and associated waste, and raise awareness of solid waste issues. Improved recycling programs and infrastructure would increase the volumes of waste diverted. Better facilities and supervision at the landfill would similarly help reduce the waste deposited at the facility.

Built environment

The community's need for an effective wastewater treatment system is well documented and resulted in a 2003 territorial court order to construct an appropriate facility. The northern climate has a major impact on sewage infrastructure; the effects of permafrost disrupt underground networks, while extreme winter temperatures require liquids to be heated. Operation and maintenance costs are therefore considerably higher than elsewhere in the country. The type and location of the proposed treatment facility must be addressed in a timely manner. The new system must be environmentally sensitive and minimize energy and water use, while taking account of operational considerations and costs. Residents should be made aware of the true economic (including operations and maintenance) and environmental costs of the current and proposed facilities to encourage informed discussions.



The provision of housing is a constant issue in the community. The high costs of construction and heating are often reflected in prohibitive building, and purchase and rental prices. The seasonal nature of rental demand puts pressure on the sector every summer, while the standard of much rental accommodation is causing concern. Limited developable land downtown or within settlement lands further restricts housing development options. Long-term strategies for territorial, municipal and First Nation housing provision need to be developed and implemented to ensure an adequate supply of year-round residential and rental accommodation, particularly in the affordable-housing sector. Minimum standards for rental accommodation should be introduced.

The relative isolation of the community means that access has long been an important issue. The tourist industry relies on visitors travelling long distances to the community, while access to regional services is a factor for community members and potential residents. Increasing costs of transportation may be limiting the numbers of tourist reaching the area and potentially deter others from settling in or visiting the community. Addressing access is therefore necessary to ensure long-term viability. Alternatives to car and RV transport should be investigated, in particular a regional bus network and a potential rail link. The construction of bridge across the Yukon River remains to be resolved with no clear community preference.

Governance

Both local governments (Tr'ondëk Hwëch'in and the City of Dawson) have recently experienced considerable change and have still to reach their full potential. While Tr'ondëk Hwëch'in is still in the process of developing and fulfilling its self-government mandate, the City of Dawson is recovering from a period of transition. This relative inexperience presents its own challenges for the community. The community expects strong, effective, trusted and transparent local governments. Sufficient resources and support must be available to ensure full and meaningful implementation of the self-government agreement and full and proper municipal administration. Mechanisms must be put in place to allow more meaningful public participation, supported by a desire for community engagement. Easier access to elected officials, administrators and decision-making processes will engender better community representation and self-determination. Mechanisms need to be created to help individuals and the community achieve their goals and objectives.

The two local governments are operating in close proximity with often overlapping jurisdictions. By necessity, the organizations are required to have a special relationship. This relationship is seen as a key area by community residents and Tr'ondëk Hwëch'in citizens. By working in partnership, governments can better serve the community. Collaboration on governance, strategic and policy initiatives, for example, is likely to improve consistency and clarity for community members. Regular and meaningful discussions between councils and staff would serve to enhance the relationship. Cross-government representation on councils would increase awareness of specific government issues. Encouraging resident and citizen involvement in both governing processes should be addressed.

The development and enhancement of government partnerships is often highlighted as a means to better and responsive local government. Collaboration between the different levels of governments and community stakeholders benefits communities through improved relationships and understanding, and better community awareness and representation. The community should endeavour to play a greater role and exert influence in regional and territorial politics. Mechanisms and forums could be initiated to develop these regional partnerships, for mutual benefit. Fostering relationships with, and between, volunteer and non-profit groups would be a valuable tool in addressing community issues and needs.

Strategic long-term and contingency planning is essential for future prosperity. Developed in consultation with local governments, stakeholders and community members, these plans identify and provide direction for the community to help realize goals and objectives. Developing longer-term and multidisciplinary plans should increase capacity to meet community needs. Local governments are encouraged to develop joint plans where appropriate and to identify frameworks and mechanisms to help achieve strategic community goals. Contingency planning for extraordinary events and circumstances, and emergency response plans are vital for the continued well-being of any community.

Governance

The freedom to practice alternative personal lifestyles is often quoted as a reason for residents settling in the community. Many residents support the principle of allowing community members to go about their daily business without too much interference from government regulations. Often alternative lifestyles have little impact beyond immediate boundaries and usually are environmentally friendly. The community does, however, wish to see appropriate bylaws and regulations implemented and properly enforced. Achieving an acceptable balance between personal freedom and legislated or voluntary restrictions will be a major challenge to elected officials and administrators.



Economy.

Gold has been a mainstay of the local economy since the early days of the Gold Rush. Although large scale mining ceased in the 1960s, placer mining continues to be an important sector of the local economy. More recently, the community has successfully been promoted as a tourist destination, primarily founded on the unique and original historic townscape and Gold Rush attractions. In addition, the promotion of Tr'ondëk Hwëch'in heritage and culture has enormous tourism and economic potential. The promotion and development of tourism infrastructure, projects and programs will be central to the community's economic future and prosperity. Initiatives to appeal to a wider audience, including younger and alternative travellers, need investigation. It will be important to address the potential impacts of high fuel costs on visitor numbers.

The community currently relies on tourism and mining as the primary economic drivers. This relatively narrow base leaves the local economy vulnerable to external influences, including falling gold prices or prohibitive transport costs. The arts and culture sectors have grown considerably in the past decade with distinct economic benefits and significant investment. Encouraging a more diverse economy should be a priority and the focus of proposed regional and local economic development plans. Creating appropriate infrastructure and partnerships for business development and job creation will assist in supporting and strengthening the economy.

The vast majority of established national franchises have minimum population requirements and as a result there are very few franchises businesses in the community. This is generally considered a benefit and helps make Dawson City different from other small communities. The reliance on community businesses supports local entrepreneurs and provides additional business opportunities. Requiring businesses to install appropriate frontages and signage may assist in reducing the visual impact of potential franchise development.

After the Gold Rush

Economy

Dawson City's population has remained constant over the past decade, with around 1300 residents calling the community home year round. The seasonal nature of the economy sees the population grow three-fold in the summer months. The high cost of living, particularly in the winter, is a challenge to retaining a larger permanent populace. Accommodation is expensive and often in short supply. Local access to health services and social and recreational opportunities is limited and travel to regional service centres time consuming and expensive. Retaining a sustainable year-round population is a major challenge to be addressed. Initiatives may include investigating ways to reduce the costs of living, providing an adequate supply of affordable housing, the provision of locally produced goods and re-establishing year-round services and recreational opportunities.



Courtesy of Tr'ondëk Hwechin

The community is renowned for its voluntarism and relies on volunteers to stage many local and nationally celebrated events. Non-profit boards and societies are the mainstay of the majority of community organizations. The volunteer "economy" plays an important role in community and regional economic development. It is important to acknowledge the role volunteers and societies play in the economy and provide support and incentives to enable their continuing involvement and benefits.



Courtesy of City of Dawson

The world economy is increasingly controlled by a relatively small number of global corporations. This often leads to reduction in consumer choices and purchase options. As price becomes the deciding factor, manufacturing standards are reduced, often resulting in lower-quality goods with a short shelf or service life. The current focus is on "disposable" purchases that can be replaced cheaply and updated often. As a result, resource use and energy demands rise along with a subsequent increase in waste creation and disposal. The purchasing power of large corporations makes it unlikely that local or smaller companies can compete in the marketplace. Addressing the effects of globalization and commercialization is an important aspect of our local economy. Support must be shown for local businesses and producers and incentives introduced to allow local companies to compete. The community must be made aware of the full costs (environmental, financial and social) of importing and transporting goods from outside the region and country.

After the Gold Rush

Culture

Tr'ondëk Hwëch'in heritage and culture hold a unique place in history and in the region. Chief Isaac had the courage and insight to protect his peoples' traditions and stories for future generations following the influx of stampeders during the Klondike Gold Rush. His actions enabled Tr'ondëk Hwëch'in culture to thrive and it continues to be celebrated in the community today. The construction of the Dänojà Zho Cultural Centre has enhanced the role Tr'ondëk Hwëch'in history and heritage play in community cultural development and as visitor attractions. Greater marketing of First Nation heritage and augmenting partnerships could have enormous potential in the tourism sector. Improved integration of contemporary Tr'ondëk Hwëch'in arts and culture within the community, for example, through education, language and appropriate infrastructure, would raise awareness of these important assets.



Courtesy of Tr'ondëk Hwëch'in



Courtesy of Yukon Archives

The Gold Rush is synonymous with the Klondike and this history plays an important role in the community's development. Tourism and related businesses thrive on this aspect of the community's heritage. The community has gone through a series of drastic changes and each has its own appeal. The promotion of community "heritage" should be expanded to better encompass pre-history, area settlement, post-Gold Rush opulence and the "ghost town" eras.

Culture

The community is well known for its vibrant arts-and-culture scene. Successful partnership initiatives instigated by the Dawson City Arts Society include the creation of the Klondike Institute of Arts and Culture and the School of Visual Arts. Events like the film, music and arts festivals promote the development of contemporary arts and culture in the region and beyond. The community can build on these assets through continuing community and government support. Increasing capacity and establishing new arts and cultural events, both traditional and contemporary, would help promote Dawson City as a cultural capital of national significance. Support and incentives for local and regional artisans and enhanced partnerships would further boost the community's standing among artists. Encouragement for appropriate contemporary design should be expanded to architecture, with inducements to produce buildings like the Dänojà Zho Cultural Centre. The economic benefits of arts and culture to the community should not be overlooked.



Courtesy of Dawson City Arts Society



Courtesy of Tr'ondëk Hwëch'in

Dawson City has a reputation for being an artistic and creative community. Identifying and fostering this asset is important to the continued development of our arts in our society. Access to programs and materials remains vital to maintaining and enhancing this creative and diverse population. The availability of community arts programs for all ages is an important component in this development. In particular, easier access and development of music, arts and drama programs for youth and children may inspire potential artists at an early age. Similarly, Elders' and seniors' arts programming would provide a creative outlet for the more senior members of the community.

Society

Everyone has a right to a safe, healthy and supportive place to live. This sense of “community” is certainly apparent in and around Dawson City and is an important characteristic of the community. Maintaining a safe society is paramount, and mechanisms to deal with issues of public safety should be easily accessible to all. A healthy community is not only judged on physical health but also on spiritual, emotional and intellectual well-being. Opportunities and support to improve personal and community welfare are to be encouraged and programs implemented to deal with the full range of health issues. Improving health-care facilities is one area that requires urgent attention. The most vulnerable members of society are often the ones most in need of support and services. Specific facilities for seniors, children and those suffering from addiction play a central role in a community’s vitality. Counselling services should be tailored to meet specific community needs.

Encouragement for active lifestyles and community recreation further enhances a healthy community. Maintaining low-pressure and low-impact lifestyles, as practiced by many in the community, may ease the strain on individuals. Infrastructure within the community should be improved to allow full and straightforward access for all, but in particular for seniors and those with mobility difficulties. Governments’ support and mechanisms to promote self-determination can be an important tool to aid community health. Improved communications can raise awareness of public issues and encourage more community participation.

It takes a special type of person to settle in this area, and it’s the people that helps give this community its unique character. The northern climate and environment often dictates the type of person that wishes to stay in the community. Residents and newcomers are generally accepted irrespective of origin or background. People are relatively free to live their lives without undue attention or interference from the rest of society. Supporting individual lifestyle choices while fostering a sense of personal and community responsibility, will be an area requiring careful consideration.

Education is always a key area in the development of any community. Dawson City is relatively well served in terms of facilities and infrastructure, although shortcomings are well documented. Improvements to education facilities and funding are always high on the agenda. The current community focus is on a better educated community and continual learning. Maintaining and developing partnerships among service providers and stakeholders has proven benefits in the community and is to be encouraged. Incentives and initiatives to encourage students to complete schooling, along with vocational training opportunities, will help maintain an educated population and a relevant and viable work force.

Society



Access to recreation is important on a number of levels. This may take the form of formal organized programs or facilities utilized on an informal basis. Physical health often relies on opportunities to participate in and access recreational programs and facilities. Personal well-being is known to be related to levels of physical exercise and social opportunities. Community members have highlighted an urgent need for better recreational facilities, programs and social gatherings. Specifically, providing a full and functioning recreational centre with affordable year-round facilities is a priority. Encouragement for active lifestyles and utilizing low-cost outdoor facilities such as trails is similarly acknowledged. Better promotion of the health benefits of active transport would encourage greater participation. Developing or enhancing regular inclusive events would help to bring the community together and provide social opportunities, especially during the winter months.

Youth and seniors are often the ones most in need of recreational and social support and services. Options are particularly limited during the winter months, although a year-round deficit has been reported. Improved facilities and more recreational programming from governments and groups should be made available. More opportunities for youth and seniors to participate in informal education, recreation and community events could help address these concerns. Better communication and relationships between elders and other seniors, and youth, could form part of an integrated approach. More family-orientated recreational programming and family focussed events should be encouraged.



Courtesy of Tr'ondëk Hwëch'in

The role of volunteers in the provision of community recreation and through event staging and support cannot be overestimated. Ranging from coaching and chaperoning to the construction of facilities, volunteers and non-profit organizations have an enormous impact on recreation and service provision in this community. Local governments must acknowledge the role played by volunteers and provide support and assistance volunteers to reduce volunteer “burn-out”.

Natural environment



The area's renewable resources have long sustained the community and remain in relative abundance. Development pressures, both local and regional, potentially threaten these resources. Protection and maintaining responsible stewardship are vital to ensuring these resources are available for future generations. Appropriate land-use planning initiatives for traditional territories, watersheds and wilderness areas should reflect the importance of maintaining resources. Regional and cross-border partnerships and planning can assist in maintaining renewable stocks.

Natural Environment

The community is located in an area of outstanding natural beauty and the natural environment is a major attraction for residents and tourists. Development pressures from mining, resource exploration and community expansion could potentially threaten the land and the flora and fauna that thrive there. Climate change is known to have a greater impact in the northern regions. The community supports measures to protect the environment. Greater community awareness of the full environmental costs of developments, supported by enhanced government partnerships, is needed to safeguard our most important resource. A climate change impact and adaptation plan should be drafted and implemented.



Clean air and water are vital to the health and prosperity of any community. The Yukon is renowned for its pristine wilderness, water and air quality, and these are important factors for both visitors and residents. However, these are often at risk from development activity at local, regional and even global levels. Reducing consumption and emissions can help reduce pollution and maintain a healthy environment. The responsible disposal and treatment of wastes will reduce the potential for contamination of water resources. Regional and cross-border partnerships and planning can assist in maintaining environmental quality, while the effects of global development needs further investigation.

Natural environment

The abundance of recreation activities and opportunities is a major attraction of the region. Season variations in activities only enhance the attractiveness of the area. The availability of wilderness and active recreation is generally regarded as crucial to the health of a community. Dawson City is well located to enable residents and visitors to take part in outdoor pursuits. However, the community hasn't fully developed its network of active trails, and it is often difficult to access those available. Easier and more direct recreational access to surroundings and the development and promotion of a formal trails network would serve to encourage users and support active lifestyles. Developments of this type often serve to raise awareness of environmental issues and protection. This could also provide the impetus for commercial recreational opportunities and reduce the reliance on motor vehicles.

Agriculture once played an important role in the region and supported the population boom during the Gold Rush years. In recent times, local food production has fallen away dramatically, and much of the agricultural land remains dormant. The increasing costs of transporting food to the community, and an awareness of the environmental and health benefits of local produce, has led to an increased demand for local and organic goods. Initiatives to increase the land available for local farming, in conjunction with support for local growers and livestock producers, could help meet this demand. Incentives for marketing produce locally should be investigated.

Courtesy of Yukon Archives



The historic townscape is a huge tourist attraction, and the gravel roads and wooden sidewalks draw visitors from around the world. Even the derelict and idiosyncratic properties and lots find their admirers. Despite being surrounded by a pristine wilderness, residents complain that the community does suffer from lack of green space, parks and trees in the downtown areas. The “greening” of the community would make Dawson more attractive to visitors, and equally importantly to those that live here. Gravel yards could be transformed into gardens, while planting trees would vastly improve visual amenity. In addition, other projects and incentives would help the environment, encourage outdoor recreation and provide social opportunities.



Courtesy of Tr'ondëk Hwëch'in

Appendix I: Community objectives

Three basic questions were asked throughout the consultation and development process.

What's important to you about the community today?

When you consider the community's future, what changes would you most like to see?

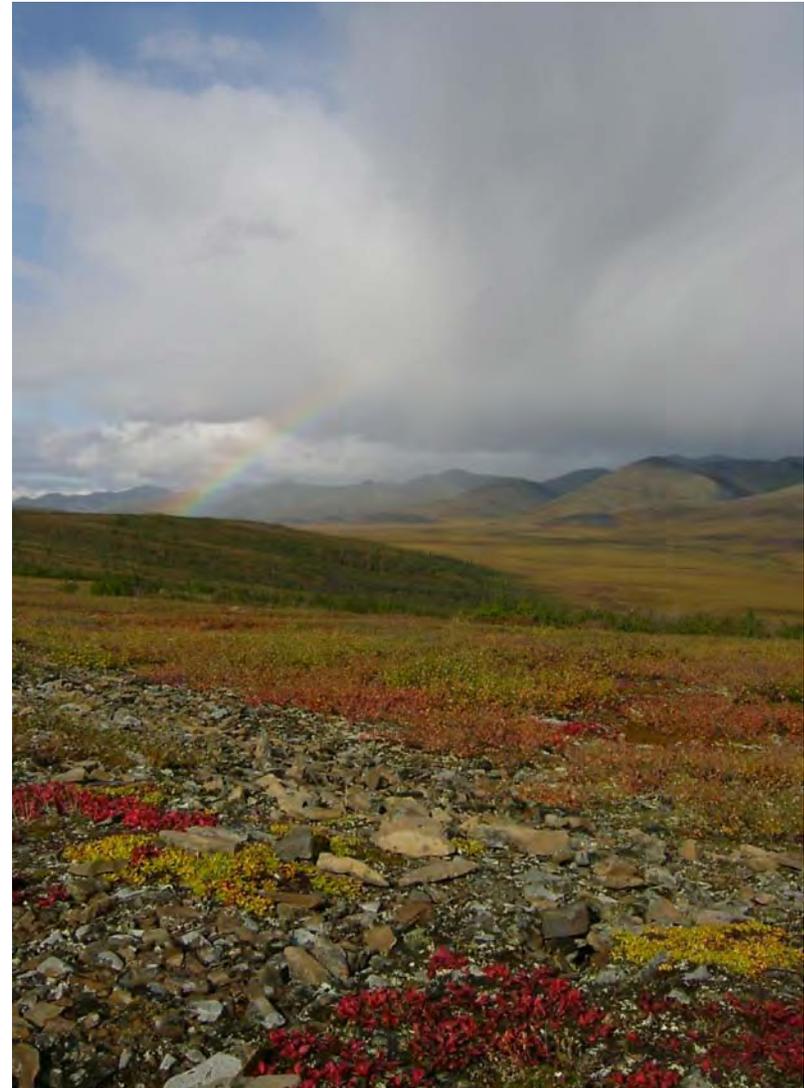
What can be done to make this happen?

Responses were utilized to create a community vision and community value statements. In addition, answers highlighted community goals and objectives and the means to achieve them.

The following appendix is a consolidated list of the main goals and objectives for the community as identified through the consultation process. Summaries are provided in the "Community issues and opportunities" section of the plan. The lists are similarly categorised within the appropriate sustainability "dimension" thus:

- i **Built environment**
- ii **Governance**
- iii **Economy**
- iv **Culture**
- v **Society**
- vi **Natural environment**

The community values related to each objective are also noted.



Appendix I: Community objectives.

i Built Environment			
Important to community	What changes need to happen	How this can happen	Related value (s) *
The heritage and historic character of the area.	Better preservation and retention of the historic townscape.	Develop a heritage management plan for the area.	1, 5, 7
		Encouragement and incentives for historic building and lot preservation.	1, 5, 7
		Encourage new uses for historic buildings.	1, 6, 7
		New development to be sympathetic or reflective of historic character.	1, 5, 7
		Controls over indiscriminate building and development.	1, 7
		Minimum standards of care for properties and lots, including industrial and commercial.	1, 3, 7
		Improved design standards.	1, 7
		Screening of developments along the Klondike highway.	1, 7
		Restrict external advertising and enforce heritage signage.	1, 7
		Promotion of Dawson as a national historic/UNESCO world heritage site.	1, 5, 7
		Continue to restrict franchise businesses.	1, 7
		Maintain and promote historic cemeteries.	1, 5, 7
		Introduce minimum standards for boarding up of properties.	1, 7
		Develop partnerships with stakeholders.	1, 3, 5, 7
	Better promotion and more effective heritage infrastructure.	Partnerships with stakeholders for planning infrastructure provision and development.	1, 5, 7
		More practical experiences/opportunities of Gold Rush lifestyles.	1, 7
		Integration of Tr'ondëk Hwëch'in culture in signage and information.	1, 5, 7
		Promotion of other eras, like the “ghost town” of the 1960s.	1, 7

Appendix I: Community objectives.

	Respectful use and development of Tr'ondëk Hwëch'in traditional territories.	Develop management plans for traditional territories.	1, 5, 7
		Retain traditional land uses.	1, 5, 7
		Restrict industrial development on traditional territories.	1, 5, 7
		Investigate tourism opportunities and initiatives.	1, 5, 7
Downtown regeneration and development.	More effective building and lot development.	Incentives and legislation to promote development.	1,7
		Minimum standards of care and presentation for properties and lots.	1,7
		Waterfront development plan.	1, 5, 7
		Create a community focal point downtown.	1, 3, 5, 7
	“Greening” of the community.	Plant more trees in the downtown core.	2, 6, 7
		Community plan and standards for public and private green space.	2, 6, 7
		Encourage garden development.	2, 6, 7
		Regular removal of junk and garbage.	2, 3, 6, 7
Compact size and layout of the community.	Retain the character of the community.	Create a focal point (town square) in the community.	3, 6, 7
		Retain the “low-rise” nature of the town.	1, 7
		Restrict commercial traffic to main roads only and create pedestrian areas.	1, 2, 3, 7
		Introduce facilities to encourage walking and cycling.	2, 3, 6, 7
	Restrict urban/spatial growth.	More effective land use zoning to limit spatial expansion.	1, 2, 7
		Encourage downtown regeneration.	1, 7
		Limit subdivision development.	1, 7
Consumption of materials and waste management.	Better waste-management, waste-reduction and recycling programs.	Improve facilities at the landfill, including better signage and separation.	2, 7
		Improve opening hours at the landfill and remove public key access.	2, 7

Appendix I: Community objectives.

		Community promotion of education and initiatives to encourage reduced consumption.	2, 3, 7
		More local government support and partnerships for local environmental organizations.	2, 3, 7
		Increase the types of materials that can be recycled.	2, 7
		Household “blue box” program.	2, 3, 7
		Public recycling bins, particularly during the tourist season.	2, 3, 7
		Community composting program.	2, 3, 7
		Improved downtown recycling depot and drop-off facilities.	2, 3, 7
		Plastic bag eradication initiative.	2, 3, 7
		Identify environmentally sustainable alternatives for materials.	2, 3, 7
		Investigate alternatives to burning waste.	2, 6, 7
		Research alternatives for recycling waste oil.	2, 6, 7
		“Polluter/user pays” policy and users paying the full cost for consumption and disposal.	2, 3, 6, 7
		Lobby governments for greater recycling and waste reduction funding and resources.	2, 3, 7
		Increased funding for water and sewage infrastructure.	2, 7
		Research alternatives to reduce water consumption.	2, 7
		Greater research into alternatives for sewage treatment.	2, 7
		Regular inspections of holding tanks for leaks.	2, 7
		Introduce “no-idling” zones.	2, 3, 7
		Research alternatives to reduce flow or use of bleeders.	2, 7
	Maintain clean-water supplies.	Upgrade community water supply to ensure	2, 3, 7

Appendix I: Community objectives.

		safe and reliable sources.	
		Commit to waste disposal and treatment facilities and methods to reduce potential leaching into water sources.	2, 7
		Investigate alternatives to address the community's high water consumption.	2, 7
		Assess the impact of commercial activities on the local watersheds.	2, 3, 7
		Develop an emergency response/contingency plan to deal with disruption or contamination of sources.	2, 3, 7
Energy use and energy efficiency.	Reduction in community and individual energy use.	Investigate local alternative energy sources such as hydrokinetic, thermal, solar and wind.	2, 7
		Research use of waste materials (e.g., sawdust, oil, etc.) in heating.	2, 7
		Incentives for groups and individuals for energy reduction innovations.	2, 7
		Improve energy efficiency of buildings.	2, 7
		Install low-energy lighting on streets and buildings.	2, 7
		Alternative fuels/technologies for local government vehicles.	2, 7
		Municipal taxes for larger-engined vehicles.	2, 7
		"No idle" zones introduced and enforced.	2, 7
		Provide vehicle plug-ins for public buildings and commercial areas.	2, 7
		Develop an energy solutions task-force.	2, 7
		Offer discounted computer start for vehicles as an alternative to plug-ins.	2, 7
		Community energy audit.	2, 7
		Addressing the potential impacts of a global oil shortage.	2, 7
The Yukon River and waterfront.	Enhanced waterfront and facilities.	Develop a waterfront management plan.	1, 2, 5, 6, 7
		Retain the openness and "green" the area.	1, 2, 5, 6, 7
		Provide or encourage tourist and user facilities.	1, 2, 5, 6, 7

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		Include erosion control measures in any development.	1, 2, 5, 6, 7
		Improve docking facilities and services.	1, 2, 5, 6, 7
Access to the community.	Better regional transport links.	Effective community consultation on the potential for a Yukon River bridge and its location.	1, 2, 3, 7
		Full environmental and economic impact assessment for a potential bridge.	1, 2, 7
		Subsidized regional bus services in partnership with other communities and governments.	1, 2, 7
		Research into regional rail link.	1, 2, 7
		Investigate river-based transportation alternatives and viability.	1, 2, 7
Access within the community.	Improved local roads.	Improve the quality of roads (chip-seal or pave).	7
	Better transport links.	Subsidized local transit.	3, 7
		Improved cycling facilities.	2, 6, 7
		Develop trails for active transport – including hiking and walking.	2, 6, 7
		Footbridge to Tr'ochëk/Lousetown.	1, 2, 5, 6, 7
		Develop facilities for mushers and skijoorers.	1, 2, 6, 7
	Improved access for elderly and less-abled.	Minimum access standards for all buildings.	3, 6, 7
		Ramps for boardwalks and street crossings.	3, 6, 7
Housing provision.	Improve housing quality and availability.	Develop more affordable residential housing.	1, 5, 6, 7
		Develop long-term strategies for territorial, municipal and First Nation housing provision.	1, 5, 6, 7
		Encourage more rental accommodation.	1, 6, 7
		Adopt minimal acceptable standards for rental and seasonal accommodation.	1, 6, 7
Costs of produce and goods.	More locally produced foods and goods.	Incentives to produce foods/goods locally.	1, 2, 6, 7
		Incentives to sell local produce.	1, 2, 6, 7
		Development of farming and agriculture in the Yukon Valley.	1, 2, 6, 7

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		Community greenhouse/garden and composting.	1, 2, 3, 6, 7
	Reduce transportation costs.	Local subsidies for transportation.	2, 3, 6, 7
		Partnerships for bulk purchasing.	2, 3, 6, 7

Appendix I: Community objectives.

ii Governance			
Important to community	What changes need to happen	How this can happen	Other categories
Effective, trusted and transparent municipal government.	More active community engagement by government.	City engaging the community through informal regular local forums outside of public council meetings.	3, 7
		Educating and raising public awareness of particular issues and options.	3, 7
	More effective public participation.	Increased community consultation.	3, 7
		Increase effectiveness of web site, TV and radio and local forums.	3, 7
		More youth involvement in planning and design issues.	3, 7
		Reporting of financial and tax implications of options and decisions.	3, 7
	Better community representation and self-determination.	Citizen committees on major developments and issues.	3, 7
		Investigate alternative methods of democratic decision making.	3, 7
	Easier access to decision makers.	Create and advertise mechanisms and protocols for individual representation.	3, 7
	Council should set an example to the community.	Council should take a lead role in initiatives.	3, 7
		Reduce operating costs and raise efficiency.	3, 7
		Become more energy efficient and reduce consumption.	2, 3, 7
	Strong Tr'ondëk Hwëch'in government.	Sufficient resources to ensure full and meaningful implementation of Self-Government Agreement.	Additional funding and support for implementation.
	More direct consultation with Tr'ondëk Hwëch'in Citizens.	Tr'ondëk Hwëch'in engaging citizens through informal regular local forums outside of council meetings and other methods.	3, 5, 7
	Community needs a better understanding of Tr'ondëk Hwëch'in governance and issues.	Raise awareness of issues and decisions among other community members.	3, 5, 7
	Council should set an example to the community.	Council should take a lead role in identifying issues and initiatives.	3, 5, 7

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		Reduce operating costs and raise efficiency.	3, 5, 7
		Become more energy efficient and reduce consumption.	3, 5, 7
Relationship between Tr'ondëk Hwëch'in and the City.	Develop relationships between Tr'ondëk Hwëch'in and the City.	Regular and meaningful discussions between Councils.	1, 3, 5, 7
		Regular and meaningful discussions between staff.	1, 3, 5, 7
		Cross-government representation on councils.	1, 3, 5, 7
		Identify areas of common interest and joint solutions.	1, 3, 5, 7
Long-term and contingency planning.	Identify community direction and vision.	Identify community vision, goals and objectives.	All
		Use bylaws and resolutions to help achieve community goals and objectives.	All
	Develop longer-term and multidisciplinary plans.	Plan for the long term (minimum 20 years).	All
		Local governments develop joint plans were appropriate.	All
		Create multidisciplinary planning forums.	All
		Develop contingency plans.	
		Identify a framework, means and mechanisms to help achieve community goals.	All
Regional role for the community.	Increased opportunity to participate in Yukon-wide politics.	Better local government and community representation at regional level.	3, 5, 7
		Easier access and communication with elected territorial representatives.	3, 5, 7
	Promotion of Dawson City as a regional hub for services.	Lobby territorial government to relocate departments in Dawson City.	3, 7
		Create infrastructure and incentives to encourage location of service providers.	3, 7
Community and regional partnerships.	Enhance and develop partnerships.	Create a mechanism or forum for developing community partnerships to identify mutual benefits.	3, 7
		Create a mechanism or forum for developing regional partnerships to identify	7

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		mutual benefits.	
		Encourage information sharing on a local and regional level.	7
		Develop greater partnerships with Alaskan governments, organisations and groups.	7
Volunteers and non-profit groups.	More support and recognition for what non-profits and volunteers do for the community.	Create a forum for non-profits and governments.	3, 7
		Automatic consultation and a greater role in decision making processes.	3, 7
		Financial and other incentives for non-profits.	3, 7
Individual freedom to practise personal lifestyles.	Fewer restrictions on private lifestyles.	Allow a reduction in minimum acceptable living standards where appropriate.	3, 7
		Identify the environmental and economic benefits of living alternative lifestyles.	3, 7

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iii Economy			
Important to community	What changes need to happen	How this can happen	Other categories
A stable economy	Develop a more diverse economy.	Incentives to attract more technology based services and industries.	3, 7
		Incentives to attract more professional and administrative services.	3, 7
		Develop SOVA and arts in the community.	3, 4, 7
		Increased opportunity to participate in the Yukon economy.	7
		Develop regional and local economic-development plans.	7
		TH should develop an economic-development framework.	5, 7
		Generate income from TH traditional territories.	5, 7
		Encourage and host more sporting events.	6, 7
		Encourage YG to reinstate government departments in the community.	7
		Enhance development of unique and innovative types of businesses.	7
		Conference marketing.	3, 7
		Financial assistance and incentives to support local business development.	7
		Encourage farming and local production.	2, 7
		Incentives for youth entrepreneurship.	3, 7
		Acknowledge that economic development does not necessarily mean growth.	7
	Create appropriate infrastructure for business development.	Regenerate the existing downtown and restore buildings.	1, 7
		Make more developable lots available.	7
		Utilise community cable/fibre-optics system to support business development.	7
	Business sectors work together for community benefit.	Acknowledge the inter-relationship between sectors.	3, 7
		Highlight the benefits of common goals.	3, 7

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		Create a forum for economic development and cross-sector partnerships.	All
		Government support for DCCC to assist in business development.	4, 7
		Increased cooperation and market development between tourism and placer mining.	1, 7
		Ensure local service provision to the placer mining industry.	1, 7
	Addressing the effects of globalization and commercialization.	Supporting local businesses and providing incentives for local producers.	2, 3, 7
		Encouraging local consumers to consider the true cost of manufacturing when considering goods.	2, 3, 7
		Buying better quality goods with a longer service life.	2, 3, 7
Tourism development.	Fully develop Dawson City and surroundings as a tourist destination.	Better preservation and retention of the historic townscape.	1, 7
		Encourage ecotourism development.	1, 2, 7
		Attract younger visitors and not just RV market.	1, 3, 7
		Increase community marketing and exposure.	7
		Develop tourism initiatives for TH traditional territories.	5, 7
		Application for UNESCO world heritage status.	1, 7
	Better access to the community.	Full environmental and economic impact assessment for a potential bridge.	7
		Research into regional rail link.	7
		Subsidized regional bus services in partnership with other communities and governments.	7
Retaining a sustainable year-round population.	Initiatives to attract residents.	Better partnerships to market the community and the advantages of living in the area.	All
		Establishments playing a greater role in	All

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		attracting and retaining skilled workforce	
		Provide more year-round recreational and social facilities and programs.	2, 6, 7
	Provide more year-round facilities.	Economic incentives for businesses to stay open all year.	3, 7
		Support community events and social opportunities during the winter.	3, 6, 7
An affordable cost of living.	More affordable housing	Release and/or make more residential lots available.	3, 7
		Reduce prices of residential lots to encourage property construction.	3, 7
		Build and encourage more rental accommodation.	3, 7
	Affordable infrastructure provision and services.	Government should reduce operating costs and pass savings onto community.	2, 7
	Investigate solutions to the shortage of affordable seasonal accommodation.	Seasonal worker housing needs analysis.	7
	Reduce cost of living.	Reduce energy costs and increase efficiency.	2, 7
		Initiatives to reduce the costs of freight and shipping.	7
		Partnerships to encourage bulk purchasing.	3, 7
		Research barge to transport goods.	3, 7
		Encourage farming and local production.	2, 7
		Support and encourage a move away from consumerism.	2, 7
Employment opportunities.	Provision of more year-round employment opportunities.	Economic incentives for businesses to stay open all year.	7
		Market job opportunities to all age groups, and not only younger people.	3, 7
	Employment creation.	Incentives to attract new businesses.	3, 7
		Support and incentives for existing businesses.	3, 7
		Utilizing the existing skills base within the community.	3, 7
No franchises.	Continue to restrict franchises.	Incentives and support for local businesses.	7

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		Investigate applicable restrictions on franchises.	1, 7
		Preservation and retention of the historic townscape.	1, 7
The volunteer “economy.”	Acknowledge the role volunteers and groups play in the economy.	Create a forum for non-profits and governments.	3, 7
		Automatic consultation with non-profits and a greater role in decision making processes.	3, 7
		Financial and other incentives for non-profits.	3,7

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Iv Culture			
Important to community	What changes need to happen	How this can happen	Other categories
Unique First Nation heritage.	Greater promotion of Tr'ondëk Hwëch'in heritage.	Improved government partnerships to promote First Nation heritage.	1, 5, 7
		Additional funding for the restoration and protection of Moosehide.	1, 5, 7
	Better integration of Tr'ondëk Hwëch'in heritage in tourism.	More aboriginal signage. (e.g., historic, interpretative, place names, buildings, etc.)	1, 3, 5, 7
		Place names to reflect Tr'ondëk Hwëch'in history.	1, 3, 5, 7
	Raising awareness of Tr'ondëk Hwëch'in culture in the community.	More jointly hosted cultural events.	1, 3, 5, 7
		More community-wide participation in TH events.	1, 3, 5, 7
		Develop the full potential of Moosehide as an active community.	1, 3, 5, 7
Goldrush heritage.	Continuing development of the community's Goldrush heritage.	Better preservation and retention of the historic townscape.	1, 3, 7
		Work towards UNESCO world heritage status.	1, 7
		Development of specific mining and goldfields heritage.	1, 3, 7
	Expand target audience to include younger tourists.	Wider ranging promotion of the community's heritage.	1, 3, 5, 7
		Introduce attractions and programmes to appeal to groups other than RVers and seniors.	1, 5, 7
Vibrant arts and culture scene	Greater promotion of contemporary arts and culture.	Raise awareness of modern arts and culture and not just historical.	4, 6, 7
		Promotion of Dawson City as the cultural capital of the Yukon.	4, 6, 7
		Governments' support for KIAC, SOVA and the TH cultural centre.	4, 6, 7

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		Involve DCAS more in community-planning processes.	3, 4, 6, 7
		Encourage appropriate contemporary building development, like the cultural centre.	1, 3, 4, 7
		Create a cross-sector forum for arts and culture development.	3, 4, 7
	More arts and cultural events, both traditional and contemporary.	Build on the success of current events like the music festival and film festival.	3, 4, 5, 6, 7
		Increase capacity to host arts and cultural events.	3, 4, 5, 6, 7
		Better relationships to promote joint DCAS and TH involvement in arts.	3, 4, 5, 6, 7
		Acknowledge the financial benefits of arts and culture in the community.	3, 4, 5, 6, 7
	Support and incentives for local and regional artists.	Support and incentives for an artists' cooperative.	4, 7
		Affordable venue for arts sales.	4, 7
A creative and diverse community.	Develop community arts programs for all ages.	Partnership between TH, KIAC, City and RSS to develop MAD programs.	3, 4, 6, 7
		Elders and seniors arts programming.	3, 4, 6, 7
	Easier access and development of arts programs for youth and children.	Music, arts and drama programs available at RSS.	3, 4, 6, 7
		Develop more after-school arts programming.	3, 4, 6, 7

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v Society				
Important to community	What changes need to happen	How this can happen	Other categories	
Safe and supportive community	Improve access within the community.	Make all public buildings accessible to the less-abled.	3, 6, 7	
		Provide ramps for sidewalks and crossings.	3, 6, 7	
	More individual responsibility.	Local public transit.	2, 3, 6, 7	
		Parents more responsible for their children.	3, 7	
		Residents made aware of the true costs of actions and pay accordingly.	3, 7	
		Enhanced community safety.	Legislate and enforce an alcohol ban in public open places	3, 7
		Formal mechanisms to deal with unwanted or dangerous potential residents.	3, 7	
		Community forum on public safety.	3, 6, 7	
		Examine alternative and multicultural justice systems.	3, 6, 7	
		Improve youth councils and youth issue awareness.	3, 6, 7	
		Zero tolerance for drug houses and dealing.	3, 6, 7	
		Continuing community support.	Governments to more actively engage the community.	3, 6, 7
	Support for non-profits and community organizations.	3, 6, 7		
	Acknowledge and support volunteerism.	3, 6, 7		
Government support and mechanisms to promote self-determination.	3, 6, 7			
The sense of “community” and the Dawson people.	Improve communications to raise awareness.	Better internet services and community TV and radio, including wireless access for subdivisions.	6, 7	
		Community forum for organizations.	6, 7	
	More public awareness of health and environmental issues and options.	2, 6, 7		
	More public awareness of social issues and options.	3, 6, 7		
	Promote the cultural, educational,	3, 4, 6, 7		

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		recreational and wilderness values of the region.	
		Easier access to Whitehorse healthcare facilities.	3, 6, 7
		Raise awareness of animal welfare issues.	3, 6, 7
	Encourage more community participation, and inclusive community events.	TH playing a greater role in the community as a whole.	All
		Improve communications between TH citizens and the rest of the community.	3, 4, 5, 7
		Build an independent community centre for all.	3, 4, 5, 6, 7
		Introduce a games and meeting room in the Rec. Centre.	3, 4, 6, 7
		Local governments support and organise more community events and carnivals.	3, 6, 7
		Raise awareness of global and national issues.	2, 3, 7
		More family orientated events.	3, 6, 7
		Better utilise community creativity and expertise.	3, 4, 6, 7
A healthy community.	Improved health-care facilities.	Build a hospital with a high level of services.	3, 6, 7
		Incentives to attract health care professionals.	3, 6, 7
		A new seniors' home with medical facilities.	3, 6, 7
		Local accommodation for long-term medical patients.	3, 6, 7
		Greater assistance and facilities for those with addictions.	3, 6, 7
		Counselling services should be tailored to meet specific community needs.	3, 6, 7
	Maintain diverse and low impact lifestyles.	Government support to encourage alternative lifestyles.	2, 3, 6, 7
		Acknowledge benefits of low-impact lifestyles.	2, 3, 6, 7
	Encouragement for active lifestyles and community recreation.	Provide a full and functioning recreational centre with year-round facilities.	3, 6, 7

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		Introduce a games and meeting room in the Rec. Centre.	6, 7
		Develop trails for active transport – including hiking and walking.	2, 6, 7
		More family-orientated recreational programming.	3, 6, 7
		Provide and improve public green space and parks.	2, 3, 6, 7
		Provide dog-parking areas for mushers and skijoorers.	2, 3, 6, 7
		Better promotion of the health benefits of active transport.	2, 3, 6, 7
		Less reliance on motor vehicles.	2, 6, 7
		Create a public park and recreational facilities in the north end.	2, 3, 6, 7
		Provide a proper community gym and weight room.	6, 7
		Support for more organized sports tournaments in the community.	6, 7
		Ban on smoking in all public places.	3, 7
		Encourage active tourism.	2, 3, 6, 7
	Reduced risk from animals and waste.	Bylaws to force dog owners to pick up waste.	2, 6, 7
		Create a dog walking park.	2, 3, 6, 7
	Maintain low pressure and impact lifestyles.	Government support to encourage alternative lifestyles.	2, 3, 6, 7
		Better education of environmental issues and recycling initiatives.	2, 6, 7
		Curb consumerism.	2, 3, 7
	Grow more local produce.	Incentives for local growers and increasing local production.	2, 7
		Assistance in making local produce more available.	2, 7
	Promote healthy eating.	Promote the benefits of healthy food and local produce.	2, 6, 7
		Open a year-round health food store/restaurant.	2, 7

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	Maintain a sustainable population.	Sufficient housing stock to attract new residents.	3, 7
		Promote the community as a safe and healthy place to live.	All
		Support to encourage alternative lifestyles.	2, 3, 7
		Provide year-round services and facilities for community members.	3, 6, 7
Education.	Improved education facilities.	Incentives and initiatives to encourage students to complete schooling.	3, 6, 7
		Relocate Yukon College alongside SOVA.	6, 7
		Acknowledge the impact community use has on RSS facilities.	6, 7
		Maintain and develop partnerships among service providers and stakeholders.	3, 6, 7
	Better educated public and continual learning.	Address falling school numbers.	6, 7
		Greater access to formal adult education.	3, 6, 7
		More vocational courses and programs.	3, 6, 7
Well-being of elders and seniors	Improve the health, facilities and opportunities for elders and seniors.	A new seniors' home with apartments and facilities.	3, 6, 7
		Build a recreational/social facility for seniors.	3, 6, 7
		Medical facilities included in any new seniors' development.	3, 6, 7
		Better communication and relationships between elders and other seniors.	3, 6, 7
Facilities for children and youth	Improve facilities and opportunities for children and youth.	Functional youth centre.	3, 4, 6, 7
		Movie theatre.	3, 4, 6, 7
		More parent and child activities.	3, 4, 6, 7
		More recreational programming from governments and groups.	3, 4, 6, 7
		Recreational workshops for children and youths.	3, 4, 6, 7
		More opportunities for youth in education, recreation and community involvement.	3, 4, 6, 7

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vi Natural Environment					
Important to community	What changes need to happen	How this can happen	Other categories		
The natural environment.	More environmental protection.	Greater environmental awareness and community engagement in environmental issues.	2, 3, 7		
		Partnerships and funding for environmental protection.	2, 3, 7		
		Citizen committees on environmental issues.	2, 3, 7		
		Limit spatial growth of community.	1, 2, 7		
		Set measurable environmental goals.	2, 7		
		Climate change impact and adaptation plan.	2, 7		
		Higher environmental standards for developments.	2, 7		
		Develop a watershed protection plan.	2, 7		
		Develop a waterfront and erosion protection plan.	2, 7		
		Research into impacts of natural events (e.g., floods, forest fires, infestations, etc.)	2, 7		
		Enforce higher environmental standards for placer mines and reclamation.	2, 7		
		Reduce consumption and emissions.		Investigate and encourage renewable energies.	2, 7
				Raise awareness of environmental costs of consumption.	2, 6, 7
				Promote alternative lifestyles with a smaller ecological footprint.	2, 3, 6, 7
				More energy efficient buildings and systems.	2, 7
				Less reliance on vehicles and provision of public transit.	2, 7
				Increase re-use and recycling initiatives.	2, 7
				Improve recycling opportunities and depots.	2, 7
				Assess pollution related to regular flooding.	2, 7

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		Eliminate plastic bags and water bottles.	2, 3, 7
	“Greening” of the community.	Develop an environmentally sound waterfront plan.	2, 7
		Promote planting of trees and garden creation.	2, 7
		Create more parks and public green space.	2, 3, 6, 7
		Require native planting around all developments.	2, 7
		More litter and recycling bins.	2, 7
Renewable resources.	Maintain clean water and air.	Upgrade community water supply to ensure safe and reliable sources.	2, 7
		Commit to waste disposal and treatment facilities and methods to reduce potential leaching into water sources.	2, 7
		Investigate alternatives to address the community’s high water consumption.	2, 7
		Assess the impact of commercial activities on the local watersheds.	2, 7
		Reduce energy consumption and emissions.	2, 7
		Reduce vehicle idling.	2, 3, 7
		Research alternatives for waste oil use.	2, 7
	Maintain high level of community stewardship of Tr’ondëk Hwëch’in traditional territories.	Effective wildlife harvesting and management.	2, 5, 7
		Better environmental protection and limits to the types and location of development.	2, 5, 7
		Promote the cultural and educational values of the land.	2, 5, 6, 7
Wilderness recreation opportunities.	Easier recreational access to surroundings	Network of formal active transport trails.	2, 6, 7
	Support low-impact recreation.	Provide and support trail facilities.	2, 6, 7
		Promote eco-tourism.	2, 6, 7
Self-sufficiency	Increase local food production	Make land available for farming.	2, 7
		Community greenhouse/garden and composting.	2, 6, 7

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* Community values:

- 1. The historic character and heritage of the community** – celebration and enhancement of the area's history and the community's heritage.
- 2. The natural environment** – protection of natural resources through careful stewardship, including reduction, re-use and recycling.
- 3. Our inclusive community** – growing a safe, supportive community that encourages resourcefulness, diversity, tolerance and independence.
- 4. The vibrant arts and cultural scene** – using our creativity to inspire the community.
- 5. A strong First Nation community** – celebration of the Tr'ondëk Hwëch'in identity.
- 6. A healthy community** – physical, spiritual, emotional and intellectual growth through varied education and recreation opportunities.
- 7. A sustainable society** – management of resources, and partnerships, for the long-term health and prosperity of the community.

After the Gold Rush

The Integrated Community Sustainability Plan

Volume II : Community Inventory and Implementation



Guide to “After the Gold Rush”

After the Goldrush is published in three volumes:

Volume I: The City of Dawson and Tr’ondëk

Hwëch’in Community Vision outlines the community visioning process and the creation our community value statements, community vision and sustainability definitions and principles. It describes the challenges facing our community today and explains the opportunities available to us to meet them.

Volume II: Strategies and Implementation highlights the actions that will move us towards a sustainable community. It contains an inventory of our resources and highlights key development strategy areas. Monitoring and assessment processes are also contained in this volume.

Volume III: Appendices includes the appendices and background information necessary to fully understand the consultation, formulation, planning and development processes.

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Community Inventory and Assessment

To enable informed and meaningful decision making on sustainability issues, a comprehensive inventory of community assets has been completed. Assessment of these assets will highlight opportunities and identify potential gaps and issues.

Capital Project / Public Service Infrastructure Inventory and Assessment (Table I)

The pressures on buildings and infrastructure in northern communities are immense. Seasonal climate changes and extreme temperatures place an enormous physical burden on structures and require high levels of maintenance and frequent replacement. Energy use is generally higher with increased economic and environmental costs. The provision of facilities is often inadequate due to limited options and the high cost of construction and operation.

The Tr'ondëk Hwëch'in administration building is currently insufficient for its needs. The building is shared with other organizations and office space is at a premium. All local government and community buildings require investigation to reduce energy use, either through alternative energy systems or increased energy efficiency. Indeed, energy conservation should be encouraged throughout the community.

Current dock facilities on the Yukon River are poor. Access to the river is important for both commercial and community use. The provision of commercial facilities for tourist operators and perhaps separate community docks would present community-wide benefits and increase the potential for future development. These proposals may form part of wider waterfront-development plans.



The community is currently served by a regional hydro system, with diesel-plant backup. The service can be intermittent, and energy costs are multiplying. Alternative community energy systems need to be investigated as a priority. Energy systems utilizing local renewable sources, such as hydrokinetic, geothermal, biomass, wind and solar, should be rigorously researched.

Community Inventory and Assessments

The Health Clinic and Women's Shelter provide important services to the community. Both buildings, however, are in need of improvements. Proposals for a new health-care facility already exist but may not be the most appropriate design. The Women's Shelter, while currently adequate, would benefit from a new location away from the downtown area with separate facilities for families with older children.



There is a perceived housing shortage in the community, for both permanent residents and seasonal staff. High construction and building costs aggravate the problem. Developable land is at a premium for a number of reasons, and subdivision development is currently the preferred construction option. Methods to make more attractive housing land available in the downtown area should be investigated. Greater year-round housing provision is necessary to encourage new residents.

The major recreational facilities in the community have serious structural and operational problems. The Recreation Centre/Arena is currently under assessment, including an option to build a new facility. Investigations should continue into providing a functioning and efficient facility. Similarly, operational systems (including heating, energy efficiency and the pool liner) at the Swimming Pool should be further studied to identify improvements.

Education provision and facilities are vital to the future of any community. Yukon College is currently proposing construction of a facility adjacent to the new School of Visual Arts to enable it to improve the services it provides. Robert Service School is adequate for current school needs, but the high levels of community use are severely shortening the active life of many of its facilities. Improving partnerships and local government support may help address some of these concerns.



Courtesy of Tr'ondëk Hwëch'in

Community Inventory and Assessment

The solid-waste disposal facility at the Quigley landfill is currently inadequate to meet future demands. The facility is poorly funded and unable to fully cope with the volumes of waste deposited each year. Greater supervisions and longer opening hours may help alleviate current difficulties. Better facilities such as improved signage and separation would assist operations. Comprehensive recycling and waste-reduction programs would markedly increase waste diversion.



Adequate water and sewage services are paramount for any viable community. The climate and sub-surface conditions found in this region take a heavy toll on facilities. Continuing maintenance and replacement of infrastructure is expensive and time consuming. The majority of the current infrastructure, including wells, requires immediate attention and much needs replacing. Adequate funding must be provided to ensure continuing services for the community. The City is under a current court order to investigate alternatives for the sewage screening plant following non-compliance issues with waste-water discharges.



Public transportation is virtually non-existent in the community save for a limited taxi service and inadequate regional seasonal bus service. A local transit system may help reduce vehicle and energy use, while an adequate and year-round bus service to Whitehorse and other Yukon communities would improve access for, and help attract, residents, seasonal workers and visitors. Discussions into the future of the ferry and construction of a potential bridge remain a focus of local debate.

Community Inventory and Assessment

Active transportation has a wide range of community benefits. In addition to promoting healthy lifestyles, trail use can reduce vehicle use and subsequent pollution, and provide options for tourism in addition to improving local access. The community benefits from an extensive system of informal trails for hiking and other methods of active transportation. The potential is enormous if this asset is appropriately developed. Partnerships between governments and local societies may be the most effective method to develop a comprehensive system of formal and informal trails.

Seniors and youth are currently lacking recreational and social opportunities. Programming is often inadequate due to a lack of facilities. Infrastructure specifically for these groups is limited and needs development to cater to those most often in need of healthy and social programs. An elders and seniors social club and an enhanced youth club would greatly benefit these important members of the community.



Courtesy of Tr'ondëk Hwëch'in

Community Inventory and Assessment

Environmental Inventory and Assessment (Table II)

Every community is an integral part of the surrounding ecosystem, and this interdependence is an important aspect of community development. Identifying community assets and the human resources available to reduce the impact on the surrounding natural environment is a key area in a sustainable community. This is particularly significant in the North where fragile ecosystems with slow recovery rates are more susceptible to environmental degradation. Climate change appears to be more pronounced in northern regions and the potential environmental and social impacts are huge.



The provision and treatment of an adequate supply of water is perhaps the most important necessity in any community. The community sources its supply from wells replenished primarily by local rivers. Addressing the effects of our climate means that water use is high for a community of our size. The impacts of sourcing this local supply are, however, considered negligible given the still relatively low demands on one of the world's largest rivers. The impacts should continue to be monitored and methods to reduce water consumption investigated.

The treatment of sewage and waste water has been an ongoing concern in the community for decades. Currently under a court order to construct a new sewage-treatment facility, the community has long debated the most appropriate way forward. The present system does not meet legislated discharge requirements, although these occurrences are limited to occasional episodes during the height of the tourist season. The optimum solution will only become apparent after balancing the social and economic costs of any proposed facility against the full ecological consequences; including the environmental impacts of constructing a new facility, operational energy demands and the supply of construction materials.

Solid-waste management is becoming an increasingly important environmental issue for northern communities. Consumer consumption continues to rise and with it comes a proliferation of waste. Environmental impacts and concerns are well documented. As more waste is generated, the demands on the Quigley Landfill increase. Recycling and public-awareness programs can reduce waste and increase waste diversion. A shortage of capacity at the Quigley site and the potential for groundwater contamination urgently requires government attention. Improvements to the handling and disposal of oil-based waste products, batteries and other hazardous materials are urgently needed.

Community Inventory and Assessment

Natural resources have sustained First Nation people for generations and traditionally provided a source of shelter, food, clothing, tools and goods for trade. Country foods continue to play an important role in this community, and clothing and craft making remain an integral part of Tr'ondëk Hwëch'in society. The “downstream” impacts of developments and decision making requires that the protection and restoration of natural resources should be developed on regional and even multinational levels.



Courtesy of Tr'ondëk Hwëch'in

Contingency plans for emergency situations are well established. These plans should fully reflect the potential environmental impacts of catastrophic events and establish protocols to ensure that the environment and wildlife are not compromised. Awareness of contaminated sites, watersheds and potential environmental hazards, for example, must be an integral part of response planning.

Social, Health, and Cultural Services Inventory and Assessment (Table III)

The importance of community self-determination relies on local and independent decision making. Both local governments are undergoing a period of adaptation and development. Tr'ondëk Hwëch'in is still developing and fulfilling its self-government mandate, while the City of Dawson is recovering from a period of transition. The continuing development and enhancement of local governance and the ability to reflect community goals and objectives is vital to a healthy and sustainable society. Governance must be transparent, accountable and provide opportunities for public input.

Community health care is a basic need. The provision of health services and facilities becomes even more important in relatively isolated northern communities. The community currently benefits from a well-staffed and reasonably equipped health centre which provides a range of important programming. However, the facility is in serious need of refurbishment or relocation and does not provide the services available in a hospital. Emergencies are often only handled in Whitehorse, while treatment of common conditions also involves travelling south. Both are expensive and time consuming. The upgrading of the facility to hospital standards would improve both the range of treatments on offer and emergency response times.

Community Inventory and Assessment

Public safety often relies on local emergency response units. Our community benefits from the dedication and professionalism of the RCMP and Fire Departments, organizations which also call on community volunteers in times of need. However, many services are almost totally reliant on emergency and/or part-time volunteers. While it may not be viable to fully staff response teams with full-time professionals, the provision of core staffing should be implemented. In particular, a full-time and fully staffed ambulance service would help address concerns across the territory.



The community values its recreational opportunities and acknowledges the benefits of providing for social interaction. Recreational programming is particularly important to seniors and youth, the two age groups within the community that do not always have access to facilities. Programming should be focussed on seasonal active health and take advantage of our outdoor facilities. In addition, a seniors' social club and enhanced youth centre would allow those groups more opportunities to socialize.

Living in small and often isolated northern communities brings its own challenges to individuals. Social health issues like depression and domestic violence are common in many Yukon communities. The community benefits from a range of social-service programming with regional support often available. However, increasing local provision should be investigated. Childcare facilities in the community have increased with the opening of the Tr'inke Zoo Daycare Centre. Improvements to programs specifically for seniors and youth should be a community focus.



Arts and culture play an important role in the community and give opportunities for creative expression, with associated economic benefits. Tr'ondëk Hwëch'in culture remains strong and well represented in the community. Programming in this area does have potential for further development, with wide ranging community benefits. Contemporary arts programming is also well represented and is an important factor in community development. The provision of local programming is vital to the continuing health of this community asset. The community has shown that partnerships in the arts and culture fields can bring enormous benefits to the community.

Community Inventory and Assessment

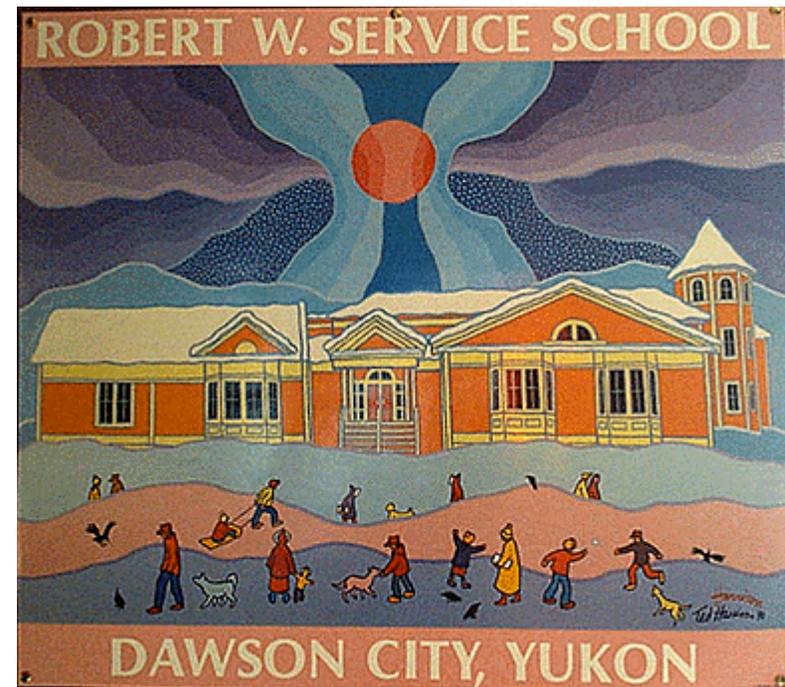
Capacity Building and Job Training Inventory and Assessment (Table IV)

It is important to have a clear inventory of our 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. A further detailed assessment is included in the following "Economic Inventory and Assessment" section.

Three primary issues have been identified in our community. Robert Service School has an excellent record of student graduation. However, student numbers are currently falling with a likely reduction in the numbers of graduates available to fill local positions. This will subsequently affect the number of resident-student numbers enrolling in local post-secondary education. Retaining students within the community following graduation is a common problem in smaller communities, and the focus may need to be on encouraging students to return to the community when older, in addition to providing the support needed to remain in the community to work or study.

Training and study opportunities are often not available within the community. The need to seek further education elsewhere results in members leaving the community, often on a permanent basis. More locally sourced training opportunities and options would help retain an active and educated workforce and stabilize the population. Local provision is also cost effective and eliminates the need for time-consuming travel. Training would then become more cost effective and viable for governments, organizations and students.

The territory is suffering from a shortage of particular skills – trades and health care in particular. The availability of highly paid alternatives elsewhere in the country compounds this shortage. Focussing local training and educational opportunities on these high-demand areas may help alleviate this problem. Attracting those with needed skills to the community is an alternative strategy. Various factors including the high cost of living, access, isolation, limited career development and training opportunities may deter potential new residents. Addressing these issues and providing support and incentives may act as an incentive for prospective citizens.



Courtesy of Robert Service School

Community Inventory and Assessment

Economic Inventory and Assessment

For a small community it is paramount to know what skills are available within the community and how this relates to labour demand. The ability to adequately satisfy labour requirements and identify and fulfill future demand is vital to a healthy economy. It is equally important to investigate which local educational initiatives and programs are feasible. The viability of local programming is dependent on potential student numbers and relevance of the courses offered. In addition, reasonably priced education is a significant factor and this can be made affordable if offered in the community.



Courtesy of Tr'ondëk Hwëch'in

In 2005, Tr'ondëk Hwëch'in and Yukon College commissioned the Yukon Bureau of Statistics to undertake a community skills-inventory survey and associated labour-market study. The surveys were carried out during the spring and summer of 2006 and reports, with related databases, published in the fall of that year. The full reports are available from Tr'ondëk Hwëch'in or Yukon College.

Labour Skills Inventory Survey

The purpose of this survey was to develop a database of the existing education status, employment experience and skills in the community of people aged 15 and over. The database itself is too extensive to present in summary form. The following provides an overview of the report's findings and includes information from the 2007 Robert Service School Success Plan.

Secondary Education

The current total school population stands at around 220 students. This figure has fallen in recent years. Average monthly attendance is almost 90%. With a graduation rate of 87%, RSS has a much larger percentage of graduates than the Yukon average of 60%. The school has a mission to achieve a 100% graduation rate in future.

In the community, almost 62% of respondents reported having a high school diploma or equivalent. 16% attained a level of less than a high school diploma. The majority of this group had completed part of high school, and males were the most likely not to have completed their studies.

Community Inventory and Assessment.

Trades and Employment Related Training

Almost 10% of community members reported completing one or more registered apprenticeship trade certificate programs. This includes trades certified in areas or countries other than the Yukon. As of 2006, non-registered apprenticeship certificate holders comprised 4% of residents. For community members over 15 years of age, 73% reported taking at least one employment-related course, and on average, each person took at least two courses.

Current levels of enrolment in certified apprenticeships stands at around 2% of residents, which relates to approximately 30 persons in the community. A small number participate in non-certified programs.



Courtesy of Tr'ondëk Hwëch'in



College and University

Enrolment in college or non-university programs covered a wide range of courses and areas. Approximately 60 students are currently involved in courses, including the arts foundation-year program offered by SOVA. In terms of completed college and non-university post-secondary training, there was a range of durations and topics. Programs of three months or less comprised 20% of the courses completed, while those extending up to one year made up 36% of the total. Programs of one or more years filled the remaining 44% of responses.

Community Inventory and Assessment

College and University (cont.)

At the time of the survey, around 10% reported being enrolled in university-level programs. It is of interest that, consistent with the patterns at college level, women are more likely to be involved in this form of post-secondary education while males tend to dominate the trades and employment-related training areas.

In addition and based on extending respondents percentages to the entire adult population, around 200 people are considered to have completed a university degree, diploma or certificate program, with some individuals having more than one degree.

Interest in Programs and Courses

As might be expected, given the high proportion of the population having explored education and training, about 70% of respondents indicated they would be interested in participating in further courses in a wide range of subjects.



Courtesy of Tr'ondëk Hwëch'in

Community Inventory and Assessment

Labour Market Study

The Labour Market Study was introduced to assess the labour requirements of local employers and the training needs of the community's labour force. The information is being used to plan educational programming to address relevant employment-related skills training.

Employer Survey

A total of 157 businesses based in the community responded to the survey with mining and oil and gas extraction being the largest industrial group. Retail trades and service industries were the next on the list, followed by construction. The complete table was as follows:

Classification	No. of businesses
Agriculture, Forestry, Fishing, Hunting	2
Mining and Oil and Gas Extraction	27
Construction	14
Manufacturing	7
Wholesale Trade	4
Retail Trade	22
Utilities, Transport, Warehousing	4
Information, Cultural Industries	2
Finance, Insurance, Real Estate, Rental and Leasing, Enterprise Management	10
Professional, Scientific, Technical Services	7
Administrative, Waste Management, Environmental	10
Educational Services	2
Health, Social Assistance	7
Arts, Entertainment, Recreation	9
Accommodation, Food Services	15
Other Services	15

Community Inventory and Assessment

Labour Demand

In the six months prior to the survey, 34 businesses reported hiring new staff, for a total of 83 new hires. These figures and the potential new hires may be considered lower than expected as they do not include government organizations, in particular Parks Canada. Businesses having a main office outside of the community, such as the Westmark group, were not included in the survey. The main reason for hiring was to replace employees that left the company. Business expansion accounted for around 23% of vacancies.

The survey reports that almost 10% of businesses reported having vacancies and were looking to fill positions. These were coded in the occupational groups shown on the table below:

Of the businesses responding, almost 22% indicated they were planning to hire within the next six months.

Occupational classification of current vacancies	
Intermediate Sales and Service Occupations	19
Elemental Sales and Service Occupations	10
Trades, Skilled Transport and Equipment Operators	7
Intermediate Occupations in Transport, Equipment Operation Installation and Maintenance	7
Middle and Other Managers	3
Skilled Sales and Service Occupations	2
Skilled Administration and Business	1
Clerical Occupations	1
Paraprofessional Occupation in Law, Social Science, Education and Religion	1

Community Inventory and Assessment

Employee Recruitment

Around 53% of respondent businesses reported difficulties in recruiting staff from the Yukon. A shortage of skilled workers was identified repeatedly as a factor in hiring. Labour shortages were most pronounced in the service industries, and construction and other trades. The hospitality sector was also seriously understaffed. Those seeking work in the community had many options which often led to movement between different positions.

There were fewer seasonal workers in the summer. A number of reasons have been cited, including a shortage of affordable accommodation, higher-paid alternatives in other regions, the distance to travel and relative isolation, and the cost of travel.

The draft Seasonal Worker Housing Needs Analysis commissioned by the City of Dawson investigated the potential accommodation shortage. It indicates that the labour shortage does not appear to be a consequence of an accommodations shortage and attributes the labour shortage to a strong national economy and low-unemployment rate. These result in sufficient alternative seasonal opportunities elsewhere in the country. The report confirms that there is not a shortage in the quantity of accommodations but the quality could be improved. There is little indication that the perceived shortage of accommodation is deterring seasonal workers. However, expensive substandard accommodations were raised as a concern by employees. It concluded that the restoration of a “tent city” will solve the shortage of seasonal workers.

The report makes a number of recommendations, including the following: developing partnerships to recruit workers before they arrive in the community, procuring accommodation for new employees as part of their employment package, improving the quality of accommodations through licensing or permitting, and online information for potential renters.



Community Inventory and Assessment

Human Resource Strategy

The findings from the Labour Skills Inventory Survey and Labour Market Study lead to a series of recommendations in a number of areas related to human-resources planning. These include the following:

Academic Upgrading: There is a continued need for upgrading, consistent with demand at the Yukon College Dawson Campus. High demand for trades certification, and in particular from those without a high school diploma, supports the provision of an Apprenticeship Preparation Program.

Trades Training: Apprenticeship and employment-related training courses are currently the most in demand in the community. Many of these courses (e.g., WHMIS, First Aid, H2S Alive, etc.) have to be renewed on a continual basis. These and related courses should be regularly available in the community.

The Service Industry: The current labour shortage in the service industry may be alleviated by a partnership between educators and the service providers. Training for these careers may be made available in the school, while the college should investigate offering hospitality and heritage-interpretation training. Subsidizing tuition for seasonal workers would assist in improving service quality.

College/University Education: The high number of residents with university degrees indicates that this level of education is in demand. The college should continue to offer both part-time university courses and prerequisite courses for university entrance.

Interest in Programs and Courses: A large percentage of respondents indicated interest in a range of course type, level and duration. The most common requests were for computer training, carpentry, small engine repair, welding, arts (including photography), mechanics and electrical. Detailed information is available in the full report.

Implications for training: Course offered should, where practicable, reflect the potential demands identified in the study. Continual carpentry and trades-related courses should be a priority. Further investigation will indicate what type of computer courses would be appropriate. There is the potential to offer the “office administration” program every two years. The opening of the Arts School may increase demand from potential students for arts-related foundation courses.

Future Plans: Ongoing partnership development and regular discussions between appropriate parties may help to ensure training opportunities continue to be relevant to the needs of the community. Regular updating of the survey information will assist in maintaining a meaningful database.

Service Agreements

Often in small communities where more than one local government exists, service agreements between those governments can reduce the need to duplicate services. These service agreements can also foster cooperation between governments and be the starting points for future shared initiatives.

City of Dawson

Service provided via agreement	Service provider	Cost of service (annual) \$	Service rating	Will a similar contract for services be awarded in future?
Water delivery (Downtown)	Local contractor	11,000	Good	Yes
Water delivery (Dome)	Local contractor	70,000	Good	Yes
Solid waste collection	Local contractor	100,000	Good	Yes
Animal shelter impound boarding	Humane Society Dawson	15,000	Good	Yes
Landfill Attendant	Conservation Klondike Society	20,000	Good	Yes
Project Manager	Conservation Klondike Society	15,000	Good	Dependent on third-party funding.
Janitorial	Various local contractors	25,000	Good	Yes

Tr'ondëk Hwëch'in

Service provided via agreement	Service provider	Cost of service	Service rating	Will a similar contract for services be awarded in future?
Housing Construction	Hän Construction	Varies on yearly basis	Very Good	Yes
I.T. Services	Tr'ondëk Infomatics	Varies on yearly basis	Good	Yes
Janitorial	Chief Isaac Property Management	Varies on yearly basis	Good	Yes
City of Dawson	Water Delivery	11,200	Good	Yes

Community Priorities

Priorities

Volume I of the integrated community sustainability plan highlighted the community's and local governments' vision, values and objectives. In conjunction with the comprehensive community inventory and assessment identified in Volume II, these determine the focus of future planning initiatives and decisions, allowing the community to prioritize whatever areas of planning are considered most relevant to the community and citizens.

These priorities will be different dependent on the organization or individual involved and, of course, on the resources and funding available to achieve those goals. Local governments naturally have their own specific priorities, while others have responsibility for, or a vested interest in, different areas of society. Many of those are specifically referenced in the ICSP. "After the Gold Rush" can assist in identifying and developing priorities and strategies for appropriate governments, organizations or individuals. It can help create and enhance partnerships to achieve shared goals and objectives and locate appropriate funding options.



Local Governments' Priorities

Local government priorities

Tr'ondëk Hwëch'in and the City of Dawson have identified community objectives and the specific priorities they consider vital to ensuring a healthy and sustainable community.

Tr'ondëk Hwëch'in priorities will focus on:

Energy efficiency and alternative energy systems:
Focus on reduction in government and citizens' energy use. Investigate and introduce alternative energy sources such as hydrokinetic, thermal and solar. This will include examination of community energy systems.

Potable water supply and wastewater systems:
Upgrade water supply and wastewater infrastructure to ensure safe and reliable sources and disposal. Investigate effective alternatives to address the Tr'ondëk Hwëch'in water and wastewater needs in dispersed locations.

Capacity building: *Research, planning, policy development and implementation that addresses both new and existing infrastructure needs, new or alternative technologies, environmental-management systems, life-cycle assessments and building system needs.*

City of Dawson priorities will focus on:

The municipal potable water supply and wastewater system: *Upgrade community water supply and wastewater infrastructure to ensure safe and reliable sources and disposal. Investigate alternatives to address the community's high water consumption.*

Energy efficiency and alternative energy systems:
Reductions in community and individual energy use. Investigate and introduce local alternative energy sources such as hydrokinetic, thermal, solar and wind.

Solid waste handling and landfill management:
Better waste management and handling, waste reduction and recycling programs.

Implementation



Implementation

Implementation of the principles and guidance outlined in “After the Gold Rush” takes two forms. The first relates to assessment of the specific priorities identified by governments, organizations or individuals, while a process must also be followed in assessing decisions or resolutions against the adopted sustainability principles.

Proposed project or program analysis

A full and comprehensive analysis of any specific proposal or priority is required to ensure it meets the principles and criteria set out in the plan. Applying the following steps to a project or program will verify that initiatives are carried out in compliance with sustainability requirements and principles.

Implementation

Project or program development

Communities may choose to focus on whatever areas of planning are most relevant to their community and citizens. The development of priorities will be dependent on the issues and objectives identified during the consultation process.

Project Area	Communities may choose to focus on whatever areas of planning are most relevant to their community and citizens.
Introduction	Introduces the project scope and context, and links to other priorities and strategy areas.
Descriptions of success	Based on the development of “measures of success” this presents a description or vision of what a successful and sustainable project will look like in the future.
Current reality	A catalogue and assessment of existing community assets and deficiencies are important components to effectively realize a community vision. Evaluation of existing community infrastructure and programs determine how well facilities are currently serving the community and recognize areas of need and opportunities for development. Existing service agreements should be identified.
Indicators and targets	Presents the indicators that are used to measure progress toward the DOS and measurable commitments to be achieved in a specific time frame. Indicators enable a community to more easily judge whether it is meeting its goals. The intention is that the ICSP be reviewed every two years, and indicators would be valuable in the review process.
Value to advancing sustainability	Specifically assesses initiatives with respect to contributions to defined sustainability principles.
Priority actions	Initiatives should be assessed against set criteria (e.g., descriptions of success, sustainability principles, return on investment, flexibility, etc.). Provides a clear picture of what programs should address, while generating a clear community context. Outlines responsibilities, timelines, partnerships, measures of progress and links.
Partnerships	The ICSP likely identify priorities that may not be the direct responsibility of the municipal government. It would be useful to identify partners that may have the responsibility and/or means to help the community meet its goals.
Monitoring and triggers	Monitoring is an important additional source of ongoing reporting and will provide important contributions to assessments with respect to achieving the identified targets. Triggers are a commitment to take a specified action at a further date and/or in response to future conditions.
Future steps	Outlines ongoing next steps to continually improve and move toward a community vision.

Implementation

Government decision or resolution analysis

Both Tr'ondëk Hwëch'in and the City of Dawson governments make decisions or pass resolutions on a comprehensive range of issues. A mechanism is to be introduced to ensure these decisions reflect the community's vision, value statements and sustainability principles.

Currently decisions are based on a number of criteria, dependent on the nature of the decision. Fulfilling the community vision and values and compliance with sustainability principles will be added to the standard assessment process.

The following sustainability principles include all the potential sustainability dimensions and help focus on some of the community's characteristics: uniqueness, cooperation and the need to address production and consumption. They are also sufficiently detailed to allow for appropriate policy development. The principles are supported by a series of assessment criteria (Table V). A project may proceed if it moves the community towards sustainability; that is, it adheres to the majority of the principles and has a positive impact in sustainable terms.

1. **Provide a long-term vision for communities based on sustainability; intergenerational, social, economic and political equity; and their individuality.**
2. **Achieve long-term economic and social security.**
3. **Recognize the intrinsic value of biodiversity and natural ecosystems and protect and restore them.**
4. **Enable communities to minimize their ecological footprint.**
5. **Build on the characteristics of ecosystems in the development and nurturing of healthy and sustainable communities.**
6. **Recognize and build on the unique characteristics of the community, including their human and cultural values, history and natural systems.**
7. **Empower people and foster participation.**
8. **Expand and enable cooperative networks to work towards a common sustainable future.**
9. **Promote sustainable production and consumption, through appropriate use of environmentally sound technologies and effective demand management.**
10. **Enable continual improvement based on accountability, transparency and good governance.**

Table I

Capital Project / Public Service Infrastructure Inventory and Assessment

Capital Project/ Infrastructure	Do you have it?	What is the condition?	Is it sufficient?	Do you need it?	Comments
City of Dawson Administration building	Yes	Good	No	Yes	Currently situated in the north of town. A more central location could improve public access. Requires improved energy efficiency.
Public Works workshop	Yes	Average	No	Yes	Requires upgrading and improvements.
Waterfront building	Yes	Average	Yes	Yes	Difficult to lease all units on permanent basis.
Tr'ondëk Hwëch'in Administration building	Yes	Good	No	Yes	Good location on Front Street. Insufficient space to house current employees, and workforce expected to increase in future. Requires improved energy efficiency.
Chief Isaac offices	Yes	Good	No	Yes	Current facility adequate but limited.
Hän Construction	Yes	Average	No	Yes	Current facility adequate but limited.
Community Buildings Tr'ondëk Hwëch'in Community Hall	Yes	Average	No	Yes	Well-used facility, requires modernizing and improved access.
Tr'ondëk Hwëch'in Cultural Centre	Yes	Good	Yes	Yes	Popular attraction and short-listed for architectural awards.
Tr'ondëk Hwëch'in community support centre	Yes	Average	No	Yes	Shortage of office space for staff.
Tr'inke Zho Daycare Centre	Yes	Good	Yes	Yes	New facility recently opened in October 2007.
Tr'ondëk Hwëch'in Moosehide Traditional site.	Yes	Average	No	Yes	Access, maintenance and provision of power may become issues.
Airport	Yes	Good	No	Yes	Located 10km from the community. Requires improvements to passenger facilities.
Yukon River dock facilities	Yes	Average	No	Yes	Currently seasonal and temporary facilities only. Demand for permanent commercial and private docks.
Community energy system	Yes	Average	No	Yes	YG diesel backup to territorial hydroelectric supply. Installation of local renewable energy source identified as a priority community need.
Fire Hall	Yes	Good	No	Yes	Requires upgrades to improve energy efficiency.

Table I

					Museum could be upgraded or better located.
Health clinic	Yes	Average	No	Yes	Building needs upgrading, with better facilities and access. A new facility has been proposed.
Womens' Shelter	Yes	Average	No	Yes	A location away from downtown would be beneficial, including a separate facility to house families with older children.
Housing					
City of Dawson	Yes	Average	No	Yes	Limited supply of staff housing only.
Tr'ondëk Hwëch'in	Yes	Good	No	Yes	Current shortage of country residential. Investigations into further subdivision development of settlement lands.
Yukon Government	Yes	Average	No	Yes	Provision of stock housing for social and seniors housing (65 units) and staff (25 units). Support for energy-efficiency upgrades.
Private	Yes	Average	No	Yes	Overall shortage of rental units and in particular seasonal accommodation.
Communications					
Telecommunications	Yes	Average	No	Yes	Limited cell-phone service recently introduced.
Internet service	Yes	Average	No	Yes	Requires upgrading.
City of Dawson fibre-optic network	Yes	Poor	No	Yes	Currently not in use. Has potential to improve community communications and reduce costs.
Library	Yes	Good	Yes	Yes	Located within RSS school
RCMP station	Yes	Good	Yes	Yes	Building only three years old, and sufficient for current needs.
Post office	Yes	Good	Yes	Yes	Modern facility.
Recreation					
Centre/Arena	Yes	Poor	No	Yes	Current structural and operational problems. Investigations into corrective requirements ongoing.
Swimming Pool	Yes	Poor	No	Yes	Current structural and energy problems.
Play areas	Yes	Good	Yes	Yes	New children's play area to be constructed adjacent to the Tr'inke Zho Daycare Centre.
Parks/Green space	Yes	Average	No	Yes	Lack of public green space and facilities. The dyke area in particular requires attention.
Gazebo	Yes	Average	No	Yes	Requires refurbishment and improved user facilities.
Roads					
Local	Yes	Poor	No	Yes	Primarily gravel roads require continual maintenance

Table I

					due to climate conditions. Drainage often a problem.
Regional	Yes	Average	Yes	Yes	The two main regional links to the community require seasonal maintenance.
Education					
Robert Service School	Yes	Good	No	Yes	School is used as a community facility and the high rate of demand may reduce the planned life of the building.
Yukon College	Yes	Average	No	Yes	Current location limited. Proposals to relocate adjoining SOVA.
KIAC School of Visual Arts	Yes	Good	Yes	Yes	Facility recently opened. May be limited if requiring further expansion.
Sewage collection and disposal					
Mains system	Yes	Poor	No	Yes	Piped system and lift stations in need of replacement. High levels of water and energy use.
Truck collection	Yes	Good	Yes	Yes	Private contract from City. Solids deposited at Quigley Landfill.
Sewage treatment	Yes	Poor	No	Yes	Discharges have been above acceptable limits. Current legal requirement for a new treatment facility.
Solid waste disposal					
Quigley Landfill	Yes	Average	No	Yes	Operated by the City on behalf of YG. Facility may need to be expanded to cope with current levels of waste deposited.
Quigley recycling depot and free store	Yes	Poor	No	Yes	Facility has no power and space is limited.
Truck collection	Yes	Average	No	Yes	Operated under contract for the City. Limited recycling opportunities.
Potable Water service					
Mains system	Yes	Average	Yes	Yes	System requires continual replacement/updating and maintenance. Climate conditions dictate high levels of water and energy use.
Trucked delivery	Yes	Good	Yes	Yes	Operated under contract.
Public well	Yes	Average	No	Yes	Requires improvements for better access and easier winter use.
Public transportation					
Local public transit	No	n/a	n/a	Yes	Identified as a community need.
Regional public transit	Yes	Average	No	Yes	Very limited seasonal service only. Community Transportation Feasibility Study currently under consideration.

Table I

George Black Ferry	Yes	Average	No	Yes	Seasonal service. Often has long line ups during tourist season. Ongoing debate about the need to replace ferry with a bridge.
Active transportation Sidewalks	Yes	Average	No	Yes	Require seasonal maintenance. Need improvements to become fully accessible to the less-abled.
Trails	Yes	Poor	No	Yes	Considerable network of informal trails. Trail development planning ongoing.
Seniors' care facility/home	Yes	Average	No	Yes	Requires upgrade to potentially include health care facilities. Proposals to relocate to proposed new health clinic.
Seniors' social centre	No	n/a	n/a	Yes	Identified as a community need.
Youth centre	Yes	Poor	No	Yes	Requires improvements or relocation to new purpose built facility.
KIAC Oddfellows Hall	Yes	Good	No	Yes	Condition is good although it requires maintenance. Limited space for expansion.
ODD Art gallery	Yes	Good	No	Yes	Exhibition space limited, may require future expansion.
Animal Shelter	Yes	Average	No	Yes	Facility requires upgrading and new heating and water systems.
Radio Station	Yes	Poor	No	Yes	Recent problems locating a permanent home for the station.
Klondike Sun newspaper	Yes	Average	No	Yes	Recently confirmed continuing accommodation in the City's waterfront building.
Recycling depot	Yes	Poor	No	Yes	Old building with insufficient space. Requires major upgrading
Chamber of Commerce	Yes	Good	No	Yes	Office facilities adequate for current use, but expansion options limited.
Klondike Visitors Association	Yes	Good	No	Yes	Current office facilities adequate, but may need to expand in future.
Parks Canada Visitors Centre	Yes	Good	No	Yes	Sufficient for current needs, but facilities could be updated or enlarged.
Dawson City Music Festival	Yes	Average	No	Yes	Operating home for DCMF.

Inventory limited to government infrastructure and public service facilities. Shaded areas represent facilities independent from governments that provide a community service.

Table II

Environmental Inventory and Assessment

Environmental Assets/Needs	Do you have it?	Status
Safe drinking water	Yes	Community served by filtration wells or trucked supply.
Adequate supply of water	Yes	Sourced from the Yukon River. Community water use is high due mainly to climatic conditions.
Certified water-treatment operators	Yes	
Safe sewage disposal and treatment	No	Current system inadequate and City currently under legal order to construct new sewage-treatment facility.
Permitted landfill	Yes	Landfill management plan to be updated by December 2008.
Recycling program	Yes	Operated by CKS in partnership with the City. Recycling options currently limited.
Used-oil storage area	Yes	Limited to domestic users only with a 20-litre limit per person.
Lead acid battery collection area	Yes	Vehicle batteries only at the landfill. Annual collection
Developable land	Yes	Limited availability within municipal boundaries. Additional subdivision development planned.
Emergency Response Plan	Yes	Interagency plan, with annual scenario planning.
Fuel spill prevention plan	Yes	See ERP above
Hazardous waste response plan	Yes	See ERP above
Erosion control	Yes	As part of flood protection measures.
Contaminated sites identified	Yes	
Healthy subsistence food	Yes	Available locally. Locally grown produce can be purchased in season.
Environmental education programs	Yes	Through partnerships with local governments, educators and organizations.
Healthy wildlife populations	Yes	Current concerns over declining stocks, particularly of fish in the Yukon River.
Hazardous waste collection area	No	Landfill not permitted for hazardous waste storage.
Protected watershed plan	Yes	Planning undertaken by the Yukon River Inter-Tribal Watershed Council.
Environmental impact statement	No	YESAB provides recommendations for local projects.

Table III

Social, Health, and Cultural Services Inventory and Assessment

Resources		Does it exist?	Can it be improved?
Category	Type of Service		
Self-Government status	Local municipal government	Yes	Yes
	First Nation self government	Yes	Yes
Health	Nutrition	Yes	Yes
	Weight Loss	Yes	Yes
	Aids prevention	Yes	Yes
	Substance abuse	Yes	Yes
	Family planning	Yes	Yes
Public Safety	Police protection	Yes	Yes
	Fire protection	Yes	Yes
	Emergency response	Yes	Yes
	Search and rescue	Yes	Yes
Recreational programs	Small children	Yes	Yes
	Teens and youth	Yes	Yes
	Adults	Yes	Yes
Social Service programs	Child care	Yes	Yes
	Domestic violence	Yes	Yes
	Seniors	Yes	Yes
	Disability services	Yes	Yes
	Counselling - adults	Yes	Yes
	Counselling – teens and youth	Yes	Yes
	Legal services	Yes	Yes
	Suicide prevention	Yes	Yes
First Nation cultural programs	Elders' group	Yes	Yes
	Traditional food	Yes	Yes
	Traditional music and dance group	Yes	Yes
	Traditional arts and crafts	Yes	Yes
	Language programs	Yes	Yes
	Traditional camps	Yes	Yes
	Storytelling	Yes	Yes

Table III

Other cultural programs	Community arts programming	Yes	Yes
	Arts and crafts	Yes	Yes
	Music (programs and lessons)	Yes	Yes
	Drama	Yes	Yes
	Filmmaking	Yes	Yes

Table IV

Capacity Building and Job Training Inventory and Assessment

Capacity Building/Training/Education Opportunities		Number of positions.	Full or part-time / seasonal	Training/Education needed?	Is training available in community?
Category	Type				
Municipal Administrative & Operational Positions	Chief Administrative Officer	1	FT	Yes	Part
	Finance	2	FT	Yes	Part
	Administration	2	FT	Yes	Part
	Development	1	FT	Yes	Part
	Fire Chief	1	FT	Yes	Part
	Recreation Manager	1	FT	Yes	Part
	Recreation programming /assistant	5	3(FT) 2(Seasonal)	Yes	Part
	Public Works Superintendent	1	FT	Yes	Part
	Labour/Technician	3	FT	Yes	Part
Tr'ondëk Hwëch'in Administrative & Operational Positions	Executive Director	1	FT	Yes	Part
	Executive administration	2	FT	Yes	Part
	Assistant Executive Director	1	FT	Yes	Part
	Health programs	4	FT	Yes	Part
	Health support	4	3(PT) 1(Seasonal)	Yes	Part
	Social programs	4	FT	Yes	Part
	Social support	15	5(PT) 10(Seasonal)	Yes	Part
	Language administration	2	FT	Yes	Part
	Education / Youth	4	FT	Yes	Part
	Education / Youth support	3	2(FT) 1 (Seasonal)	Yes	Part
	Director Business Development	1	FT	Yes	Part
	Business Development assistant	Vacant	FT	Yes	Part
	Director Communications	1	FT	Yes	Part
	Director Lands and Resources/Housing	1	FT	Yes	Part
	Lands and Resources Manager	1	FT	Yes	Part
	Lands and Resources officer/technician	4	FT	Yes	Part
	Housing Manager	2	FT	Yes	Part
	Housing	3	2(FT) 1(Seasonal)	Yes	Part
	Director Childcare	1	FT	Yes	Part
	Coordinator / Assistant Director	2	FT	Yes	Part
Educators / Teacher	11	7 (FT) 4 (Seasonal)	Yes	Part	

Table IV

	Director Heritage	1	FT	Yes	Part
	Research & Programs	6	FT	Yes	Part
	Sites	6	FT	Yes	Part
	Cultural Centre & Collections	5	FT	Yes	Part
	Director Finance	1	FT	Yes	Part
	Finance clerk/assistant	5	FT	Yes	Part
	Director Fish and Wildlife	1	FT	Yes	Part
	Coordinator / Steward	3	FT	Yes	Part
	Summer student	2	Seasonal	Yes	Part
	Director Human Resources	1	FT	Yes	Part
	Assistant/Officer	4	FT	Yes	Part
	Manager Implementation	1	FT	Yes	Part
	Implementation assistant	1	FT	Yes	Part
	Chief Information Officer	1	FT	Yes	Part
	Information technicians	2	FT	Yes	Part
Education	Principal	1	FT	Yes	Part
	Teachers	24	21(FT) 3(PT)	Yes	Part
	Teachers Aides	7	6(FT) 1(PT)	Yes	Part
Environment	Environmental Impact Assessment Officers	3	2(FT) 1(PT)	Yes	Part
Health	Doctor	2	FT	Yes	Part
	Nurse	3	FT	Yes	Part
	Health Aide	4	2(FT) 2(PT)	Yes	Part
Transportation & Utilities	Ferry Pilot	3	Seasonal	Yes	Part
	Ferry Deckhand	12	Seasonal	Yes	Part
	Sewage / Water treatment operator	3	FT	Yes	Part
	Water delivery service operator	2	FT	Yes	Part
	Sewage collection operator	2	FT	Yes	Part
	Landfill operator	1	PT	Yes	Part
	Garbage collection service operator	1	FT	Yes	Part
	Power plant operator	3	FT	Yes	Part
Justice	Court worker	Itinerant	Itinerant	Yes	Part
	Probation officer	Itinerant	Itinerant	Yes	Part

Table V

Sustainability Principles Strategic Checklist

	Yes	No	If no, why?	If yes, how is it further related to operational plans?
Principle 1: Provide a long-term vision for the community based on sustainability; intergenerational, social, economic and political equity; and their individuality.				
Does the project align with the long-term vision?				
Does the project define long term?				
Does it align with the definition of sustainability and sustainable development?				
Are there means to monitor how the project progresses to the vision?				
Principle 2: Achieve long-term economic and social security.				
Does it consider social and economic impacts in a transparent way?				
Are the benefits of the project shared with the community in a just and equitable manner?				
Are the negative effects of the project shared with the community shared in a just and equitable manner?				
Are the economic and social strategies consistent with the long-term vision?				
Principle 3: Recognize the intrinsic value of biodiversity and natural ecosystems, and protect and restore them.				
Does it protect the intrinsic value of ecosystems?				
Are there means to monitor/measure the effect of the project on biodiversity?				
Principle 4: Enable communities to minimize their ecological footprint.				
Does this transparently account for your impacts outside your boundaries?				
Are there means to communicate the impact of your actions to the community?				
Are there means to monitor/measure (e.g., with indicators) the impact of your actions with the community?				
Will the project proceed in the absence of scientific evidence about the extent of your impacts?				

Table V

Principle 5: Build on the characteristics of ecosystems in the development and nurturing of a healthy and sustainable community.				
Are there elements of the project that have been modelled on ecological principles?				
Will the benefits of building upon the characteristics of ecosystem be communicated to the community?				
Principle 6: Recognize and build on the distinctive characteristics of the community, including its human and cultural values, history and natural systems.				
Does the project consider/build upon cultural values, history and natural systems?				
Is the cultural/historical profile of your community embodied in the project?				
Is the project compatible with the community's cultural/historical profile?				
Principle 7: Empower people and foster participation.				
Has the project undergone community consultation?				
Has community engagement been broad and included typically marginalized voices?				
Has the community's participation influenced the strategy?				
Are there means to continue community input throughout monitoring and evaluation of the project?				
Principle 8: Expand and enable cooperative networks to work towards a common sustainable future.				
Have cooperative networks been established, facilitated, supported and/or consulted throughout the project's development? Will these networks be consulted throughout the monitoring and evaluation?				
Are networks utilized and publicised within and outside your boundaries?				
Have these networks enabled/facilitated collective action in the community?				
Is the knowledge/learning of the networks widely shared?				
Principle 9: Promote sustainable production and consumption, through appropriate use of environmentally sound technologies and effective demand management.				
Does the project promote sustainable consumption?				
Have environmentally sound technologies been employed in the design and implementation of the project?				

Table V

Does it consider production/consumption costs along the supply chain?				
Are there means to support other business engaging in sustainable production/consumption?				
Principle 10: Enable continual improvement, based on accountability, transparency and good governance.				
Has decision making in the project been undertaken in a transparent way?				
Does the project contain indicators and targets to monitor continuous improvement?				
Is good governance utilised through the project?				
Does the project contain reporting mechanisms that are based on accountable information?				
Is continuous improvement evident by incremental change or innovative strategies, programs or technologies?				

After the Gold Rush

The Integrated Community Sustainability Plan

Volume III : Appendices and background documents



Guide to “After the Gold Rush”

“After the Gold Rush” is published in three volumes:

Volume I: The City of Dawson and Tr’ondëk

Community Vision outlines the community visioning process and the creation of our community value statements, community vision, and sustainability definitions and principles. It describes the challenges facing our community today, and explains the opportunities available to us to meet them.

Volume II: Strategies and Implementation highlights the actions that will move us towards a sustainable community. It contains an inventory of our resources and highlights key development strategy areas. Monitoring and assessment processes are also contained in this volume.

Volume III: Appendices includes the appendices and background information necessary to fully understand the consultation, formulation, planning and development processes.

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Plan requirements

An Integrated Community Sustainability Plan must fulfill certain requirements to ensure effective and meaningful planning. The Yukon Government's ICSP template, for example, provides recommendations and outlines the minimum requirements to allow access to funding.

Effective sustainability planning reflects the views and needs of the community, and local government. It was important that "After the Gold Rush" was created through a community consultation process that allowed all members of the community to participate in the planning process. Community questionnaires, newsletters, public meetings, a school-wide write, municipal open house and open door policy played a vital role in obtaining guidance from community members. In addition, discussions with community members at the Community Support Centre and meetings with numerous organizations and groups gave widespread coverage. The process was therefore structured to encourage full community participation and involved written and verbal responses from around 300 community members. *(Appendix I to X)*

Sustainability planning requires a long-term outlook and sustained community investment. Thus, planning should take account of long-term effects to plan ahead for the decades to come. In this respect, our ICSP will endeavour to create a broadly sustainable community within the next 20 years, and one that will function fully on the principles of sustainability by 2060.



Courtesy of Dawson City Music Festival

Comprehensive sustainability plans provide a basis for informed decision making. Acknowledging the interrelationships between different areas or sectors of the community is vital to ensure effective and cooperative planning. A further goal was to develop a sustainability plan that can become a component of a community's larger development. It is intended that our ICSP will become a part of that larger process and that, wherever possible, the principles expressed in this document can be applied on a broader scale. *(Appendix XI)*



Courtesy of Tr'ondëk Hwëch'in

Plan requirements

“After the Gold Rush” would not have become a comprehensive community plan without cooperation between local governments. Tr’ondëk Hwëch’in and the City of Dawson collaborated on the development of this ICSP and demonstrated the benefits of working together in the preparation of appropriate plans by signing a Memorandum of Understanding. Similarly, accessing the skills and funding available through other organizations and community groups further enhances the planning process. The development and enhancement of community partnerships will play a key role in the success of the plan. *(Appendices XII & XIII)*



Courtesy of Tr’ondëk Hwëch’in

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. We believe our community’s vision and value statements fully reflect our community and will help direct future planning decisions. *(Appendix XIV)*

There are currently hundreds of descriptions of what sustainable means. Therefore, defining “sustainability” was an important step in the plan’s development. The plan adopted the two definitions considered the most appropriate and which provided a focus and gave direction. Sustainability principles are vital to the meaningful assessment of projects and programs. Our principles encompass our sustainability dimensions and will be the mechanisms by which decisions and initiatives are assessed. *(Appendix XVII)*

In its broadest terms, planning for sustainability entails considering communities through basic pillars or “dimensions”. The ICSP identified the six key dimensions that encompass the areas most relevant to Dawson community and which will play in the deciding the future of the community. Rather than a piecemeal approach, our community will take into account the links between these six dimensions. *(Appendices XVIII and XIX)*

Plan requirements



Sustainability principles are vital to the meaningful assessment of projects and programs. Our principles encompass our sustainability dimensions and will be the mechanisms by which decisions and initiatives are assessed. Our sustainability principles are best suited to the comprehensive ICSP for our community. They include all the potential sustainability dimensions and help focus on some of the community's characteristics. *(Appendices XX and XXI)*

The implementation of plans and their policies is as important as drafting the plans themselves. Plans are completely ineffective without adequate frameworks and processes. Our planning framework was prepared specifically to assist local governments and their partners to learn and undertake the challenging task of sustainable development planning. The framework addresses issues such as targets, triggers, implementation and monitoring. *(Appendix XV)*

In many respects the name of a plan can be equally as important as its contents. The name should summarize the plan's intent and give direction for the future. It should be short and instantly recognizable, although it may have a more detailed sub-title. It needs to find acceptance among its intended audience and users. It should be as unique as possible. This is also true with a process, such as creating a community vision. *(Appendix XXIII)*

Appendix I

ICSP Yukon Template Requirements for a community lead process.

The following references are found in the Yukon Government ICSP Yukon template:

Communities and governments are encouraged to define for themselves what makes up a sustainable community. ***Part I page 1***

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. ***Part I page 19***

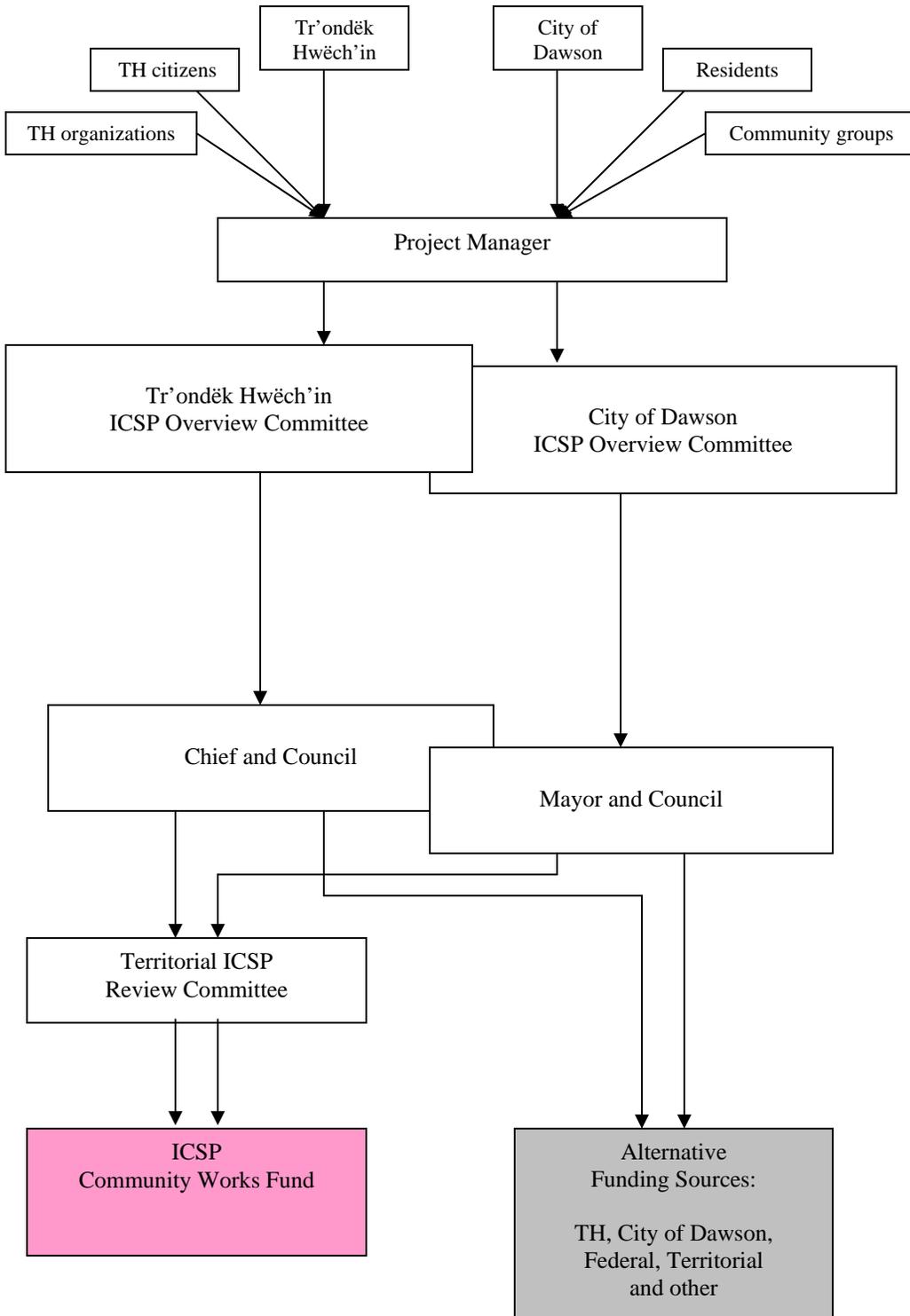
In order to effectively move towards sustainable and stable communities, it is important for each community to determine its core values. With core values, a community can create a vision its members wish to achieve. Once a desired outcome and vision are known, the community can examine its current situation and identify strategic goals. ***Part II page 5***

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. ***Part II page 6***

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. ***Part II page 31***

Appendix II

Integrated Community Sustainability Plan Consultation and Reporting Structure



Community input throughout the development of the plan to identify a common vision, community goals, and program and infrastructure developments.

The project manager will consolidate public input and coordinate the planning and development process.

The ICSP Overview Committees, made up of TH and City representatives, will oversee the ICSP process and development and approve proposals.

The ICSPOC will consult with community representatives and make recommendations based on public consultations.

ICSP will be developed to reflect the common vision and goals. Official adoption of one unified or two separate plans will require the consent of Chief and Council and Mayor and Council.

A territorial ICSP review committee will review the plan(s) and will approve appropriate infrastructure funding if the plan is acceptable. Funding will be made available through the Community Works Fund.

Non CWF projects may be funded through alternative sources and in partnership with community groups.



Planning for the future of our community

Dear resident:

Tr'ondëk Hwëch'in and the City of Dawson are beginning a planning process that will focus on sustainability and the long-term future of our community. We will be defining an image of what we want our community to be and mapping out the steps required to get there. The first part of this planning process is determining what is important to people and what you think the community should look like in the future. This will be used to help create a vision for the whole community and beyond.

All aspects of community life may be considered. However, the plans will initially focus on the infrastructure requirements needed to help achieve this vision. Funding for this first stage is being made available through the Federal Government's Gas Tax Agreement.

It is very important to the planning process that we include the ideas of as many people as possible. In addition to this questionnaire, community consultation meetings will be held throughout the development stage. The findings from the questionnaire will be reported at these meetings and in regular newsletters.

Please take a few minutes to provide your answers to the following questions on the other side of this paper. All members of the household or family are encouraged to contribute – young or old we need your views. You can add extra information on separate sheets or collect more forms, available from the Tr'ondëk Hwëch'in or City offices, and at various locations downtown.

The completed questionnaire can be dropped off at the Tr'ondëk Hwëch'in or City offices. It would be appreciated if this could be done by **March 23rd, 2007** or as soon after that date as possible.

If you interested in being involved in the planning process please provide contact information below.

Name _____ Phone _____

Address _____ e-mail _____

For more information, please contact Jim Taggart, Project Manager, at 993 7440 or call in at the City office. Alternatively, e-mail jtaggart@cityofdawson.ca or jtaggart@gov.trondek.com. Thank you.

Please note the City of Dawson will also utilise this consultation process as part of the development of the Official Community Plan.



Planning for the future of our community

Dear Society Members:

Tr'ondëk Hwëch'in and the City of Dawson are beginning a planning process that will focus on sustainability and the long-term future of our community. We will be defining an image of what we want our community to be and mapping out the steps required to get there. The first part of this planning process is determining what is important to people and what the community should look like in the future. This will be used to help create a vision for the whole community and beyond.

All aspects of community life may be considered. However, the plans will initially focus on the infrastructure requirements needed to help achieve this vision. Funding for this first stage is being made available through the Federal Government's Gas Tax Agreement.

It is very important to the planning process that we include the ideas of as many people and organisations as possible. In addition to questionnaires, community consultation meetings will be held throughout the development stage. The findings from the questionnaires will be reported at these meetings and in regular newsletters.

Community groups play an important role in community life. As a registered society you will already have identified your main purpose and objectives. These statements, and your answers to the following questions, can be used to help formulate a common vision for the community and assist with identifying goals and objectives.

Please take a few minutes to provide your answers to the following questions. The completed questionnaire can be dropped off at the Tr'ondëk Hwëch'in or City offices. It would be appreciated if this could be done by **March 23rd, 2007** or as soon after that date as possible.

Name of Society _____

Main intent _____

Objectives _____

Appendix IV

Subsequent answers can be expressed in simple point form. Provide as many points as you like and attach more information if needed.

1. As a society, what is important about the community today?

2. When you think about the community's future, what changes would your society most like to see?

3. What could be done to make this happen?

4. How can your society help?

For more information, please contact Jim Taggart, Project Manager, at 993 7440 or call in at the City office. Alternatively, e-mail jtaggart@cityofdawson.ca or jtaggart@gov.trondek.com. Thank you.

Please note the City of Dawson will also use this consultation process as part of the development of the Official Community Plan.

Community Vision
Summary of responses

Responses from the consultation process have been placed into six categories (six pillars): natural environment, built environment, economy, culture, governance and social (see attached appendices). The appendices include comments received from community members and groups, including TH citizens. Where comments are applicable to more than one category they have been included in all the relevant groupings. Comments have been further consolidated, within the same groupings, to highlight common responses and recurrent themes. These themes can be incorporated into a common community vision.

Note: Comments listed in bold can be considered the most important aspects or issues. Those marked * are considered a priority.

Built Environment

Important

The historic character of the town*
 Compact size of the community
Historic buildings
 The river and waterfront

In the future

Preserve and retain historic nature*
Better waste management and recycling*
 Reduce consumption, energy use
More effective building and lot development

Natural Environment

Important

The natural environment*
 Clean air and water
 Natural resources
 Recreation opportunities

In the future

More environmental protection*
 Land available for farming
 Greater environmental awareness
 Easier recreational access to surroundings

Economy

Important

No franchises
 Job opportunities
Tourist destination
 Business sectors work together

In the future

Encouraging a more diverse economy
 More local production
More affordable housing
 Tourism and promotion initiatives

Culture

Important

Unique First Nation's heritage*
Vibrant arts and culture scene*
 Gold Rush heritage
 Creative community

In the future

Greater promotion of FN heritage
 Integration of FN heritage in tourism
 More development of arts and culture

Governance

Important

Relationship between TH and the City
Freedom to practice personal lifestyles

In the future

Better relationships between TH and the City
Enhanced partnerships
Better community representation
Mechanisms to help achieve goals

Social

Important

Safe and supportive community
The community's unique character*
The sense of "community"
The People
Recreation opportunities

In the future

Better health care facilities*
Improved facilities for seniors and youth
Better recreational facilities and programs*

Appendix VI Public consultation process and advertising

	Date
“Sustainable Times” ICSP newsletter	4 th January 2007
Community member questionnaire	16 th March 2007
Local society questionnaire	16 th March 2007
Public meeting advertisement (Yukon News)	4 th April 2007
Public meeting advertisement (Klondike Sun)	4 th April 2007
Public meeting advertisement (City of Dawson rolling ads)	4 th April 2007
Public meeting advertisement (community notices)	4 th April 2007
“Sustainable Times” ICSP newsletter	6 th April 2007
Public Meeting (Tr’ondëk Community Hall)	11th April 2007
Dawson City community forum (on-line)	16 th April 2007
Public meeting advertisement (Yukon News)	9 th May 2007
Public meeting advertisement (Klondike Sun)	9 th May 2007
Public meeting advertisement (City of Dawson rolling ads)	9 th May 2007
Public meeting advertisement (community notices)	9 th May 2007
Public meeting advertisement (Yukon News)	16 th May 2007
“Sustainable Times” ICSP newsletter	19 th May 2007
Public Meeting (Tr’ondëk Community Hall)	23rd May 2007
RSS school-wide write	28 th May 2007
Public meeting advertisement (Yukon News)	13 th June 2007
Public meeting advertisement (City of Dawson rolling ads)	13 th June 2007
Public meeting advertisement (Yukon News)	20 th June 2007
Public meeting advertisement (Klondike Sun)	20 th June 2007
Public meeting advertisement (community notices)	22 nd June 2007
Public meeting advertisement (Yukon News)	22 nd June 2007
Public Meeting (Tr’ondëk Community Hall)	Postponed
City of Dawson newsletter	2 nd July 2007
Public meeting advertisement (Yukon News)	4 th July 2007
Public meeting advertisement (Klondike Sun)	4 th July 2007
Public meeting advertisement (City of Dawson rolling ads)	4 th July 2007
Public meeting advertisement (Yukon News)	6 th July 2007
Public meeting advertisement (community notices)	6 th July 2007
“Sustainable Times” ICSP newsletter	11 th July 2007
Public Meeting (Tr’ondëk Community Hall)	11th July 2007
City of Dawson open house (“Six hours of power”)	9 th August 2007



Sustainable Times

The Integrated Community Sustainability Plan Newsletter



Welcome to the first in a series of regular newsletters for our **Integrated Community Sustainability Plan** (ICSP). The ICSP is a partnership between the City of Dawson and the Tr'ondëk Hwëch'in and is designed to increase awareness of sustainability issues within the community, create a community vision and identify programmes and infrastructure that will help create a sustainable future for Dawson City and the Tr'ondëk Hwëch'in traditional territories.

An ICSP? An ICSP is 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.

So what is sustainability? The word 'sustainability' has hundreds of definitions and is often difficult to fully understand. Perhaps the best and simplest explanation comes from the World Council on Environment and Development which describes sustainability as *meeting the needs of the present without compromising the ability of future generations to meet their own needs.* The Umbrella Final Agreement gives this explanation: *beneficial socio-economic change that does not undermine the ecological and social systems upon which communities and societies are dependent.* While sustainability is often seen only in terms of the environment, this plan will focus on all aspects of community sustainability including cultural, social and economic.

Why the need for a plan? The ICSP will have three main benefits. Firstly, through the process the community can better understand its future

direction and work collectively towards achieving its goals. Secondly, it should enhance capacity to meet community needs. In addition, successful completion of the plan will give the City and TH direct access to funds through Federal gas tax revenues to finance certain infrastructure projects. These funds are considerable, with up to \$1.9m available to the City and \$0.9m allocated to TH projects.

How can you participate? Public consultation and partnerships are an integral part of the plan (see the structure on the rear of this newsletter). Your views are very important and consultations will take place throughout the plan's development. The first steps will be to identify a community vision statement based on the goals and objectives of residents, community groups, TH organisations and local governments.

This will be done through an initial questionnaire mailed to every household. In addition, preliminary contact with community groups and TH organisations will help consolidate what may be wide-ranging aspirations. Regular public consultation meetings will be held throughout the plan's development. Local interest-based focus groups will be created which will also make recommendations to TH and City Overview Committees on the plan's content and proposals.

Look out for the survey form in your mailbox. We'll look forward to your responses. Community groups will be contacted directly and public consultation meetings will be advertised well in advance.

The ICSP will have a major impact on the future of Dawson City. Make sure your voice is heard.



Sustainable Times

The Integrated Community Sustainability Plan Newsletter



Welcome to the second “Sustainable Times”. In this edition we look forward to the first public consultation meeting and celebrate the beginning of the process to develop a **Community Vision** with a community feast. Details of the public meeting are displayed on the other side of this newsletter.

What is a ‘Community Vision’? A community vision is a statement that describes how we want the community to be in the future. It speaks to people’s shared values and hopes and represents a community changed for the better.

Here are examples of some community vision statements:

“Whistler will be the premier mountain resort community – as we move towards sustainability.” Whistler, BC

“Mayo is a healthy, sustainable, family oriented community that reflects its multicultural roots and pursues responsible development that builds on its local assets.” Mayo, Yukon

“To help make Medicine Hat a great place for business.” Medicine Hat, Alberta

Each of these visions is different, but highlight what’s important to people. They give direction, identify priorities and explain how community members want the community to be in future.

Why do we need a community vision? At their best, common community visions give community members an increased sense of pride and ownership, create identity, and can help highlight opportunities. A shared vision will guide the community. In future, any major decisions made that affect the community will need to reflect our community vision.

To be effective, the process should include the whole community and all levels of government. Creating a vision should help unite people and create meaning and purpose.

So how do I participate? Your views are important! You can have your say on the future of the community in a number of ways. Complete and return the community questionnaire, visit with Jim Taggart, Project Manager at the City office, and come to the public consultation meetings. Jim will also be available at the Community Support Centre 1-6pm on Tuesdays and Thursdays beginning April 13th.

At the first **Public Meeting and community feast** on Wednesday 11th April, we’ll provide some background on the Integrated Community Sustainability Plan and give community members the opportunity to comment. We’ll also be seeking answers to the questions:

What is important to you about the community today?

What changes would you most like to see?

What can be done to make this happen?

Your responses will guide us in creating a common community vision and help direct the plan for a sustainable future. Draft vision statements will be brought to next public meeting for discussion and approval. The common community vision will need to be formally adopted by Chief and Council and Mayor and Council.

Have you completed your community questionnaire? It’s important that we get the views of as many community members and groups as possible. Please take a few minutes to fill in your questionnaire and bring it along to the meeting. Alternatively, drop it off at the Tr’ondëk Hwëch’in or City of Dawson offices. Questionnaires are available at a number of locations downtown or from the Tr’ondëk Hwëch’in or City of Dawson offices.

For more information please contact Jim Taggart, Project Manager. Contact details are provided overleaf.



Sustainable Times

The Integrated Community Sustainability Plan Newsletter



What's your vision for the community?

As part of the development of the Integrated Community Sustainability Plan (ICSP) the Tr'ondëk Hwëch'in and City of Dawson are inviting community members to participate in creating a **Community Vision**. Many of you have already completed the recent questionnaire or attended consultation meetings. Now it's time to see the initial results and decide what type of future you want for the community.

So what is a 'Community Vision'? A Community Vision is a statement that describes how we want the community to be in future. It explains what direction we'd like the community to take. It's a statement that also reflects our shared values and hopes, and enhances the things people care about. It provides a description of what a successful community will look like as we move towards sustainable future.

Why do we need a community vision? It will help guide the community into the future. It can instil a sense of pride and ownership, and create identity. A vision will help shape a sustainable future and give direction during the development of our ICSP.

How will it affect the community? In future, all major decisions that affect the community must reflect our shared vision. Accurately reflecting community aspirations can also generate goals people can identify with and will work towards. It can be an inspiration.

There are many types of vision statements, and each is unique. Here are examples from other communities:

"Whistler will be the premier mountain resort community – as we move towards sustainability."

"Mayo is a healthy, sustainable, family oriented community that reflects its multicultural roots and pursues responsible development that builds on its local assets."

"Well Beyond the Ordinary"

"Guelph is a caring community, diverse in its heritage, vibrant in its neighbourhoods and dedicated to People, Environment, Innovation and Investment."

"A place to live, work, learn and play ... a great place to call home."

Each one is different and based on the **values** most important to each community. Each depicts how residents want their community to be, and what the community's priorities are for the future. Some are short and to the point, while others also have an additional subtext that describes the vision in more detail.

And now it's your chance to help create a unique and memorable vision for your community. At the next public meeting (see the reverse for details) we'll present a summary of the responses from the consultation process – the things that are important to people and where changes could be made to give the community a brighter future.

We'll also present draft **community values** for you to consider. Based on findings from the consultation process, each will reflect what's most important to community members and how these can be achieved.

We'll ask you to identify key ideas or words that should be included in our community vision statement. We'll use these to help create sample statements for consideration at a later meeting.

The Community Vision and ICSP will have a major impact on the future of Dawson City. Come along to the meeting and make sure your voice is heard.



Sustainable Times



The Integrated Community Sustainability Plan Newsletter

Creating a vision for our sustainable community.

Dawson City is a unique community, with a history that sets it apart. The Klondike Valley was the scene of the world's biggest goldrush, and its impacts still reverberate today. There's a strong First Nations presence, whose culture survived the massive influx of miners and is today a confident self-governing nation. Dawson City is on the northern edge of civilization, peopled by a resourceful and imaginative population. It is an inclusive community, where everyone is valued and accepted regardless of background or lifestyle. The community has survived and thrived through a series of boom and bust cycles, and has always conjured the spirit to bounce back. Located along one of the world's largest rivers, the area enjoys a bountiful supply of natural resources that sustain the community.

To continue to meet the needs of the community and those of the environment, careful planning and stewardship of resources are required to realize a sustainable future. ***"After the Gold Rush" - the Tr'ondëk Hwëch'in and City of Dawson Integrated Community Sustainability Plan*** (ICSP) will guide the community through the inevitable changes that now face the region and the planet.

An ICSP? An ICSP is 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.

So what is sustainability? The word 'sustainability' has hundreds of definitions and is often difficult to fully understand. Perhaps the best and simplest explanation comes from the World Council on Environment and Development which describes sustainability as ***meeting the needs of the present without compromising the ability of future generations to meet their own needs.*** The Umbrella Final Agreement gives this explanation: ***beneficial socio-economic change that does not undermine the ecological and social systems upon which communities and societies are dependent.*** While sustainability is often seen only in

terms of the environment, this plan will focus on all aspects of community sustainability including cultural, social and economic.

Why the need for a plan? The ICSP will have three main benefits. Firstly, through the process the community can better understand its future direction and work collectively towards achieving its goals. Secondly, it should enhance capacity to meet community needs. In addition, successful completion of the plan will give the City and TH direct access to funds through Federal gas tax revenues to finance certain infrastructure projects. These funds are considerable, with up to \$1.9m available to the City and \$0.9m allocated to TH projects.

The first step was to ask community members what was important about the community today and what changes they'd like to see. This was done through newsletters, questionnaires, public meetings, discussions with groups and organisations, a 'School-write' with all grades at RSS, meetings with Elders' Council and Seniors' groups, chats with individual community members, the Dawson Forum and direction from local governments. Your responses helped us identify seven **community values**. These are:

The historic character and heritage of the community – celebration and enhancement of the area's history and the community's heritage.

The natural environment – protection of natural resources through careful stewardship, including reduction, reuse and recycling.

Our inclusive community – growing a safe, supportive community that encourages resourcefulness, diversity, tolerance and independence.

The vibrant arts and cultural scene – using our creativity to inspire the community.

A strong First Nations community – celebration of the Tr'ondëk Hwëch'in identity.

A healthy community – physical, spiritual, emotional and intellectual growth through varied education and recreation opportunities.

A sustainable society – management of resources, and partnerships, for the long-term health and prosperity of the community.

These values, and their enhancement and protection, can then be incorporated to form a vision for the community.

What is a 'Community Vision'? A Community Vision is a statement that describes how we want the community to be in future. It explains what direction we'd like the community to take. It's a statement that also reflects our shared values and hopes, and enhances the things people care about. It provides a description of what a successful community will look like as we move towards sustainable future.

Why do we need a community vision? It will help guide the community into the future. It can instil a sense of pride and ownership, and create identity. A vision will help shape a sustainable future and give direction during the development of our ICSP.

How will it affect the community? In future, all major decisions that affect the community should reflect our shared vision. Accurately reflecting community aspirations can also generate goals people can identify with and will work towards. It can be an inspiration.

There are many words and phrases that can associated with the community. The challenge is to create a vision statement that reflects not only the individual community values but the overall 'sense' of the community, its characteristics, history and aspirations.

At the public meeting you will be given the opportunity to consider the draft community vision statement and of course provide comments.

The Community Vision and ICSP will have a major impact on the future of Dawson City. Make sure your voice is heard.



The Seven Wonders of Dawson.

You've seen the CBC's seven wonders of Canada. You may even have voted for your favourites. Now it's your chance to nominate the **Seven Wonders of Dawson**. The City of Dawson is looking for suggestions for our most treasured or unique icons and we want your input.

There are no limits to what you can vote for. It may be natural, man-made, a person or people, an event past or present, a community trait or even a philosophy. All we ask is that your choice should be located in or around the community, have a strong connection to Dawson, and preferably unique or iconic.

The choice is of course yours and we want to hear from you. Look out for your nomination form in the mail and return it to the City offices. Alternatively, call Mark at 993 7414 or Jim at 993 7440 with your suggestions. Or you can e-mail them to mark.wickam@cityofdawson.ca or jtaggart@cityofdawson.ca. Contact us if you have any questions or need more information.

The deadline for submissions is July 31st. A shortlist will be drawn up and presented at a City open house on August 9th. Details will be announced shortly. We look forward to your submissions.



Appendix XI

ICSP Yukon Template Requirements and recommendations for a comprehensive plan

Comprehensive

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. ***Part I page 1***

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. ***Part I page 3***

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. ***Part I page 14***

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. ***Part II page 1***

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. ***Part II page 7***

Communities are encouraged to develop a broader Integrated Community Sustainability Plan document that will better reflect the individual circumstances and vision of its citizens. ***Part II page 8***

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. ***Part II page 14***

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. ***Part II page 16***

Every community is different and every community will view the sustainability principles through a local lens. Given that reality, it is important that every community have an opportunity to list and evaluate every asset that is valued locally. ***Part II page 21***

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.
Part II page 27

Appendix XII

ICSP Yukon Template

Requirements for cooperation between 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). *Part 1 Page 1*

Integrated Community Sustainability Plans must include a demonstration of joint-planning between Eligible Recipients that coexist in the same general community. *Part 1 Page 8*

Demonstrate that cooperative efforts have been made between governments that share an affected land and population base; *Part 1 Page 17*

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. *Part 2 Page 6*

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. *Part 2 Page 30*

And possibly most important, the cooperative planning approach that this template attempts to foster can help build on existing relationships between governments....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. *Part 2 Page 32*

Workplan and Time Frames
Development of an Integrated Community Sustainability Plan
Pursuant to the Agreement on the Transfer of Federal Gas Tax Revenues
Under the New Deal for Cities and Communities

On May 26, 2005 the governments of Canada and Yukon entered into an agreement on the transfer of federal gas tax revenues. Under the agreement Yukon municipalities and Yukon First Nations receive a specified share of \$37.5 million dollars over a five year period for expenditures on Eligible Projects. Municipal-Yukon First Nation collaboration on Eligible Projects is encouraged. Up to five percent of the funds to which each party is entitled may be applied to the development of an Integrated Community Sustainability Plan.

The City of Dawson and the Tr'ondëk Hwëch'in have many shared objectives and have agreed to collaborate in the development of one unified or two separate Integrated Community Sustainability Plans.

Purpose

The purpose of this workplan is to guide the City of Dawson and the Tr'ondëk Hwëch'in in the preparation of one unified or two separate Integrated Community Sustainability Plans. After approval of the Plan(s) by the Review Committee, it is anticipated that the City of Dawson and the Tr'ondëk Hwëch'in will continue to collaborate in carrying out the Eligible Projects.

General Provisions

- 1) The preparation of the Integrated Community Sustainability Plan(s) shall be pursuant to the Agreement on the Transfer of Federal Gas Tax Revenues under the New Deal for Cities and Communities and this workplan.
- 2) The City of Dawson and the Tr'ondëk Hwëch'in shall each identify, in writing, planning group members responsible for completing the Plan. One planning group member from each Party shall be designated as the lead and primary point of contact for that Party.
- 3) A planning group member may designate another person to act on their behalf, and may involve such technical and other support persons as they deem necessary. Each Party shall make best efforts to ensure continuity of personnel throughout the process.
- 4) The leads shall be responsible for the coordination of the process which includes:
 - a) Coordinating any internal caucusing processes within the government each represents;
 - b) Monitoring and coordinating public consultation and communications

- processes, including at least three meetings with residents/Tr'ondëk Hwëch'in Citizens living in Dawson and the surrounding area;
- c) Establishing working groups, side tables and other issue-analysis processes as required;
 - d) Engaging consultants as may be required; and
 - e) Other such matters as the Parties may agree.
- 5) The planning group shall prepare the Plan(s) with due diligence and good faith within the schedule set out in this workplan.
 - 6) The Parties shall, to the extent possible, share information required to prepare the Plan(s). Where information which is not available is required, the Parties shall determine how to obtain that information.
 - 7) The Parties recognize the confidentiality of information that may be exchanged and discussed, and agree to treat this information with appropriate sensitivity. Information that is to be treated as confidential shall be clearly identified as such.
 - 8) The Parties shall alternate hosting meetings of the planning group and public consultation meetings.
 - 9) A joint list of action items resulting from discussions shall be developed by the planning group after each session.
 - 10) A summary of each public meeting shall be prepared by the planning group after each meeting.
 - 11) This workplan may be revised and amended by agreement of all the Parties. Any amendments to the workplan shall be made in writing.

Resources

The Parties shall each contribute to the preparation of the Integrated Community Sustainability Plan(s) in proportion to the money each receives through the Agreement on the Transfer of Federal Gas Tax Revenues. Unless otherwise agreed in writing, all decisions to expend money to develop the Plan(s) shall be by consensus. The Parties shall also make "in kind" contributions such as office space, fax and photocopying services, and meeting facilities.

Steps and Timelines

Establish planning group and designate leads	August/06
Prepare and approve workplan identifying timelines and resources for preparation of the Plan	September/06
Apply to Yukon for up to 5% of funds for use in developing the Integrated Community Sustainability Plan(s)	October/06
Develop Terms of Reference, go out to tender, review proposals and select individual to provide planning services	Sept/06 – Nov/06
Host public meetings/Consult with Citizens and residents re: community vision and priorities	Nov/06 - March/07
Prepare Integrated Community Sustainability Plan(s), engaging individual(s) as required	Nov/06 - June/07
Host Joint City of Dawson/Tr'ondëk Hwëch'in Council meetings	Nov/06 - June/07 as required
Either jointly or singly approve Integrated Community Sustainability Plan(s)	July/07
Submit Plan(s) to Review Committee for approval	July/07
Negotiate Contribution Agreement(s) with Yukon	August/07
Carry out Projects	August/07 - 2010

Signed in Dawson, Yukon of this ____ day of _____, 2006.

Chief Darren Taylor, Tr'ondëk Hwëch'in

Mayor John Steins, City of Dawson

Appendix XIV

Community Values and Vision Statement: comments and suggestions

The following are comments relating to the seven draft community-value statements that were presented for consideration. Participants were asked if the draft values (in their presented form) accurately reflected their personal values and the community’s values, and to make suggestions to improve it. Each table indicates the number of respondents that agreed with the statement and those that didn’t support its inclusion. Comments in () indicate the number of times this was noted. Note: the majority of the “comments and suggestions” received related to practical ways to help promote or further the values and were incorporated into the general consultation responses.

The historic character and heritage of the community – preservation and enhancement of the historic townscape and the community’s heritage.

Yes 4	No 2
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Comments:

- Value should imply the protection of the ‘historic township’, including areas like Moosehide etc.
- “Heritage” should be expanded to include anything of value to the community
- Promote Dawson as the “Gold Rush” or “Klondike” capital
- Celebrate Dawson’s transition into a contemporary community
- The physical community should better reflect contemporary culture
- Need an interpretation of “historic”
- It’s too vague – needs more interpretation

The natural environment – protection of natural resources through careful stewardship, including reduction, reuse and recycling.

Yes 6	No 0
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Comments:

- Include becoming a leader in environmental responsibility
- Make Dawson City a leader in stewardship

Our inclusive community – growing a safe, supportive community that encourages resourcefulness and independence.

Yes 8	No 0
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Comments:

- “Inclusive” should be replaced by respectful, diverse and/or tolerant (2)
-through participation/engagement of all its citizens
- Should include ‘responsibility’
- Living together in its diversity
- Respecting differences

The vibrant arts and cultural scene – using our creativity to inspire the community.

Yes 8	No 0
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Comments:

- I agree although this is a low priority
- This is a high priority; it's what makes Dawson special/stand out (3)
- Arts and Culture are what make people want to stay here
- Should include learning and education
- Culture has made us proud
- Should mention economic impact of arts in the community

A strong First Nations community – celebration of the Tr'ondëk Hwëch'in identity.

Yes 7	No 0
--------------	-------------

Comments:

- Proud of the blossoming of FN culture
- Integration is one of the community's strengths
- It makes our community unique
- Should also educate the community in traditional values

A healthy community – physical, spiritual, emotional and intellectual growth through varied education and recreation opportunities.

Yes 7	No 0
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Comments:

- Include “living together in its diversity”
- Opportunities must be available and affordable

A sustainable society – management of resources, and partnerships, for the long-term health and prosperity of the community.

Yes 11	No 1
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Comments:

- Thoughtful and responsible growth – not at any cost
- Include conservation and responsible consumption instead of “management”
- Informed decision making
- Include “local production”
- Respecting differences

Community Vision word or phrase suggestions

The following words or phrases were suggested for inclusion into a common community vision. Note: () indicate the number of times that word or phrase was submitted.

unique (2)	self sufficient	good old days
historic	gold capital	sourdough
model	example	accepting community
strong navigational pull	carbon free	frontier
inclusive	sustainable	responsible

a great place to grow up, or not have to grow up
do unto others as you would be done by
you can't be born here and you can't die here
leading the planet in developing a truly sustainable culture

Historic references are common to many responses, while the present day community can be summarized in "accepting" and "inclusive". The future nature of the community is referenced with comments such as "sustainable, responsible, example and model."

Appendix XV

Our Community Vision

Options for vision statements

There are a number of options available when creating community vision statements (see Vision statements 1). Given the similarities in responses from community members and First Nation citizens it was considered appropriate to create a single, and memorable, short one or two line statement for the whole community, to be accompanied by a longer, more inclusive subtext.

Vision statement options

The following preferred options for the initial statement have been chosen from the attached appendix of suggestions. As required, visions must reflect community values, those areas/issues identified during the consultation process. The appendix lists suggestions under those relevant categories.

The preferred versions include vision statements related primarily to the four main community values/resources: the community's unique circumstances, historic character and heritage, the people and the environment. Versions from the "sustainable future" category and more "inclusive" statements have also been added.

Unique people, heritage, place... today and tomorrow

History is our future

Committed to preserving our historic character and heritage

Preserving the future

The small town with a big heart

So much more than a small town

Dawson City... past, present and future

Dawson City, natural history

Nurtured in nature

Committed to preserving our historic character and First Nation's heritage, promoting our unique way of life, protecting our natural resources and maintaining a healthy and vibrant community.

Dawson City... a unique perspective on life, history and community.

Working together to preserve our heritage, protect the environment, and nurture our inclusive and integrated community

Further vision options

Dawson City is a unique community

Uniquely Dawson City

Unique people, heritage, place....today and tomorrow

Forever unique

Dawson City ...a unique perspective.

A community like no other

A unique outlook

Historic character / heritage

History is our future

Where history comes alive

History and innovation

Celebrating our heritage

Share in our heritage

Living our heritage

Committed to preserving our historic character and heritage

Still at the frontier

Culture

A true cultural experience

The cultural capital of the Yukon/the north

Sustainability / Future / Vision

The true vision of the north

A sustainable place

Forever Dawson City

Back to the future

Working together for a sustainable future

Share in our vision

Preserving the future

People

The people are our natural resource

The community sustains us

The small town with a big heart

So much more than a small town

Then and now and in the future

Protecting the past and the future

Dawson City....past, present and future

Celebrating the past, living the present, sustaining the future

Where the past and the future live

Building on the past, creating a sustainable future

Appendix XV

Environment / land / natural resources

Nature is our backyard

Nature and culture in harmony

In harmony with nature

Dawson City, natural history

Nurtured in nature

A unique and wondrous place

Inclusive

Committed to preserving our historic character and First Nation's heritage, promoting our unique way of life, protecting our natural resources and maintaining a healthy and vibrant community.

Dawson City... a unique perspective on life, history and community.

A place where distinct cultures thrive in a unique wilderness.

A unique community built on its historic character, strong First Nation's heritage, invigorating environment and sense of place.

A community like no other, with unique character, history, heritage, and location.

A place of unique character, history, culture, and environment.

Partnering to nurture our heritage, our sense of community and nature.

Working together to preserve our heritage, protect the environment, and nurture our inclusive and integrated community.

Appendix XVI

Options for vision statement sub-text

It is recommended that, in addition to adopting a short and more memorable community vision statement, a longer and more detailed sub-text be adopted. The recommended option for the vision statement is to create a short and memorable vision supported by a longer sub-text. This has the advantage of allowing easier promotion of the short vision statement, while providing more detailed that explains the vision in more detail.

City of Dawson

Dawson City's heritage and culture are unique and we are committed to protecting and enhancing our historic community and first nation traditions. We will strive to provide a sustainable future for the community and the environment and provide facilities and encouragement to reduce, re-use and recycle. We will be a safe community that fosters healthy enjoyment of recreational facilities and the natural environment. We will work diligently towards cooperation between governments and with community partners. We will encourage economic diversity, based on the development of heritage, arts and culture.

Tr'ondëk Hwëch'in

We will continue to foster our traditional culture and unique identity and rightful place as Tr'ondëk Hwëch'in First Nation People. By committing to work together to provide training, education and employment, we will build a strong, healthy and stable future. We will continue to preserve our identity and to exercise our inherent rights with equality, understanding and well being in an environment of trust, respect, honesty and open communication.

or

We will continue to foster our traditional culture and protect and enhance our historic community. We will strive to provide a strong, stable and sustainable future for the community and the environment through respectful stewardship. We will build a safe community that benefits from healthy enjoyment of recreational facilities and the natural environment. We will endeavour to achieve an interdependent and united self governing First Nation, through true citizen representation and in cooperation with our partners. We will encourage economic development and diversity, and are committed to providing training, education and employment.

Tr'ondëk Hwëch'in formal statements that may be incorporated:

To work together, to speak with one voice and to serve Tr'ondëk Hwëch'in Citizens in the pursuit of a strong, healthy, and united future.

Our vision is to achieve an interdependent and united self-governing First Nation by re-establishing our traditional culture and reclaiming our identity and rightful place as Tr'ondëk Hwëch'in First Nation People. By committing to work together to provide training, education and employment, we will build a strong, healthy and stable future.

Our belief is that the Tr'ondëk Hwëch'in Nation will continue to preserve our identity and to exercise our inherent rights with equality, understanding and well being in an environment of trust, respect, honesty and open communication.

Appendix XVII

Sustainability definitions

The terms “sustainability” and “sustainable development” are now commonplace in language and to date there are more than 300 formal definitions in existence. The majority can be considered generic to a certain extent, while others have a particular focus. These definitions must be assessed as part of the ICSP process to ensure they provide the basis for a healthy, productive, meaningful life for all community residents, present and future. In addition, adopting specific definitions of sustainability and sustainable development will assist in determining which sustainability principles are adopted and guide the future direction of initiatives.

The following are some examples of definitions adopted by various organizations:

“...improving the quality of human life while living within the carrying capacity of supporting eco-systems.” (*United Nations Environment Programme*)

“Sustainability encompasses the simple principle of taking from the earth only what it can provide indefinitely, thus leaving future generations no less than we have access to ourselves.” (*Friends of the Earth Scotland*)

“..... a continually evolving concept based on the integration of social, economic and environmental concerns” (*Auditor General Act*)

“...living off the interest rather than drawing on the capital.” (*Simon Fraser University*)

“...meets the need of the present without compromising the ability of future generations to meet their own needs.” (*World Commission on Environment and Development*)

“Sustainable Development means beneficial socio-economic change that does not undermine the ecological and social systems upon which communities and societies are dependent” (*Umbrella Final Agreement*)

“...a process which enables all people to realize their potential and improve their quality of life in ways that protect and enhance the Earth's Life support systems.” (*Forum for the Future*)

“Achieving the ecological balance which allows economic prosperity and social equity to be achieved across generations.” (*David Schaller, USEPA*)

“Sustainable community development is the ability to make development choices which respect the relationship between the three "E's"-economy, ecology, and equity.” (*Mountain Association for Community Economic Development*)

“Sustainable development means improving the quality of human life whilst living within the carrying capacity of the ecosystems.” (*World Conservation Union*)

“Development without destruction.” (*The 1992 Rio Earth Summit.*)

“To be sustainable, development must improve economic efficiency, protect and restore ecological systems, and enhance the well-being of all peoples.” (*International Institute for Sustainable Development*)

Appendix XVII

“Sustainability is about living and working in ways that meet and integrate existing environmental, economic and social needs without compromising the well-being of future generations. The transition to sustainable development benefits today's society and builds a more secure future for our children.” (*Institute for Research and Innovation in Sustainability*)

“Sustainable development involves the simultaneous pursuit of economic prosperity, environmental quality and social equity. Companies aiming for sustainability need to perform not against a single, financial bottom line but against this triple bottom line.” (*The World Business Council for Sustainable Development*)

“Sustainability is a set of conditions and trends in a given system that can continue indefinitely.” (*Atkisson, RMIT University*)

Recommendation

It's often difficult to differentiate between definitions of “sustainability” and “sustainable development”, but each has a slightly different connotations and it may be useful to reference both. Many of the aforementioned definitions could reasonably be incorporated within the ICSP. However, there are two which are especially well defined and appropriate to the ICSP and are recommended for adoption:

“Sustainability meets the need of the present without compromising the ability of future generations to meet their own needs.”

Although the concept of sustainability was developed during the 1970s, this definition, adapted from a 1987 World Commission on Environment and Development report, was the first reference to be internationally acknowledged. It is succinct, widely accepted and easily understood.

“Sustainable Development means beneficial socio-economic change that does not undermine the ecological and social systems upon which communities and societies are dependent”

Taken from the Umbrella and Tr'ondëk Hwëch'in Final Agreements this definition of sustainable development has been adopted by the Tr'ondëk Hwëch'in and is respected within the community.

Appendix XVIII

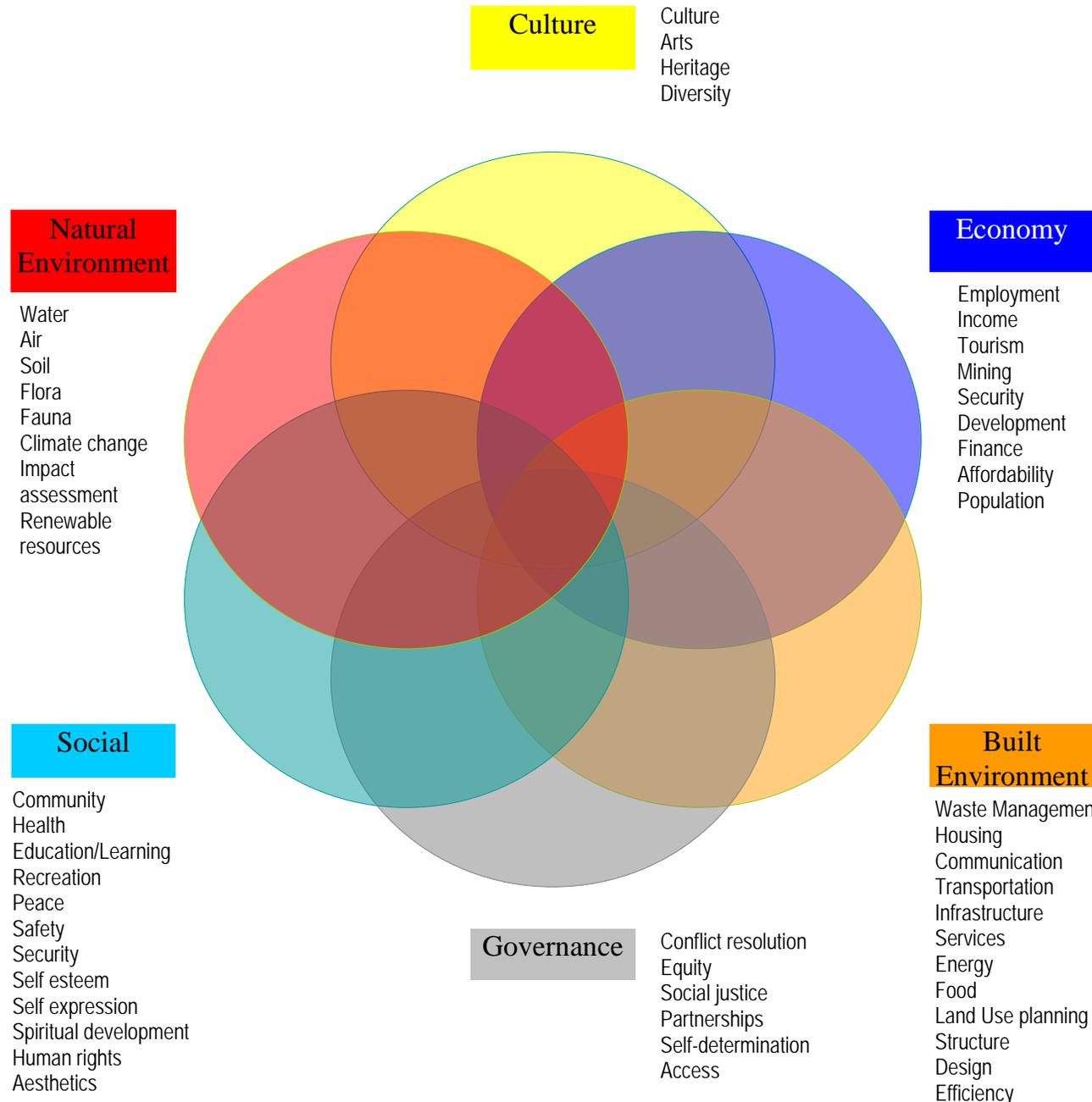
Six Dimensions of Sustainability and Potential Strategy Area Development

In its broadest terms, planning for sustainability entails considering communities through basic pillars or “dimensions”. These areas can vary according to the nature and needs of lead organizations or communities, but generally consist of aspects such as the natural and built environments, human, culture, social, governance, services and infrastructure and economy. They should be relevant to all potential issues or strategy areas highlighted as priorities or those that may arise through the consultation process. **It is normally best practice to have all dimensions referenced through sustainability principles.**

The following list identifies the six key dimensions that encompass the areas most relevant to Dawson community. The **built environment** addresses the vital role energy use and management, and infrastructure in particular will play in the deciding the future of the community. Consideration of the **natural environment** should highlight the role local topography could play in this community while confirming the need to respect the ecosystem’s natural laws and constraints. A strong and diverse **economy** can contribute to a healthy community through assisting the development of tourism, mining and the provision of local and regional services. A strong **cultural**, heritage and arts scene has already had a positive impact on the long term viability of the community. **Governance** structures must be strong, inclusive and engaging, and build on partnerships between governments, especially the Tr’ondëk Hwëch’in and the City. A strong **social** fabric ensures all basic needs are met and enhanced and can contribute towards a healthy society.

The pillars can provide a basis for a comprehensive strategy area analysis:

Built Environment	Natural Environment	Economic	Cultural	Governance	Social
Waste management	Water	Employment	Heritage	Equity	Community
Communication	Air	Income	Culture	Self determination	Health
Housing	Soil	Tourism	Arts	Social justice	Education/Learning
Transportation	Flora	Mining	Diversity	Access	Recreation
Infrastructure	Fauna	Security		Conflict resolution	Peace
Services/supply	Climate change	Development		Partnerships	Safety
Energy	Impact assessment	Finance			Security
Food	Renewable resources	Affordability			Self esteem
Land use planning		Population			Self expression
Structure					Spiritual development
Design					Aesthetics
Efficiency					Human Rights



Issue Analysis

When sustainability dimensions are viewed as separate, unrelated parts of a community, issues and actions are often considered in isolation. Actions in one area may have a detrimental effect in another. Piecemeal solutions tend to create opposing groups and focus on short-term benefits without monitoring long-term results.

Rather than a piecemeal approach, communities need to be viewed taking into account the links between the six dimensions of sustainability. The figure opposite shows the connections, and actions to improve conditions in a sustainable community should take these into account.

Addressing issues in a “sustainable” community must include referencing these links. Sustainability is about understanding the connections between and achieving balance among the dimensions of a community.

Sustainability Principles: options

In addition to adopting definitions of sustainability and sustainable development, sustainable principles need to be defined. These should relate to and encompass the previously agreed “pillars” or “dimensions” and will be the mechanisms by which decisions and initiatives are assessed. These principles must be generic enough to allow for the development of related policies but specific enough to avoid too wide an interpretation. As with defining sustainability, there are dozens of methods of classifying and delineating principles. The following are examples of existing principles with a short description of their suitability to the ICSP.

Source: ICSP template

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

Pros: Identified in the ICSP template. Well defined by government as part of the ICSP process. Covers the majority of important areas of sustainability. **Cons:** Specific to infrastructure provision. Omits governance.

Source: The Natural Step

1. People are not subject to conditions that undermine their ability to meet their basic human needs.
2. Nature is not subject to systematically increasing:
 - i. concentrations of substances extracted from the Earth’s crust
 - ii concentrations of substances produced by society
 - iii degradation by physical means

Pros: Well defined and quantifiable. Refined over a period of time. Used extensively by municipalities. Quantifiable and a good assessment tool. **Cons:** Initially difficult to understand. Often interpreted as biased towards environment. Not enough emphasis on other aspects of sustainability.

Source: FCM

Sustainable communities are those that:

1. Provide a high quality of life for residents.
2. Provide an opportunity to improve air quality.
3. Present local economic opportunities.
4. Impose a small ecological footprint.
5. Produce “climate-friendly” energy.

Pros: Widely publicised and used. Easy to understand and well defined. Case specific. **Cons:** Limited in scope. Doesn’t adequately address other aspects of sustainability.

Source: Ontario Round table

1. Anticipating and preventing problems is better than trying to react and fix them after they occur.
2. Accounting must reflect all long-term environmental and economic costs, not just those of the current market.
3. The best decisions are those based on sound, accurate, and up-to-date information.
4. We must live off the interest our environment provides and not destroy its capital base.
5. The quality of social and economic development must take precedence over quantity.
6. We must respect nature and the rights of future generations.

***Pros:** Give a different perspective. **Cons:** Open to interpretation. Not so well defined for assessment.*

Source: The Brundtland Commission

1. Equity: sustainable development requires that basic needs and common aspirations be fulfilled throughout the world.
2. Integrity: integrate concern for the natural environment into wider economic, social and political concerns.
3. Responsibility: resources must provide not only for present use but also for future needs.

***Pros:** Established the principles of sustainability. Encompasses more detailed aspects. Easily incorporated and understood. **Cons:** Too general to be practical. Open to interpretation.*

Source: UN Rio declaration

1. Everyone is entitled to a healthy and productive life in harmony with nature.
2. Environmental protection shall constitute an integral part of the development process and cannot be considered in isolation from it.
3. Communities shall facilitate and encourage public awareness and participation by making information widely available, and provide effective access to judicial and administrative proceedings.
4. Communities have a responsibility to ensure that activities within their jurisdiction or control do not cause damage to the environment of other communities or of areas beyond the limits of national control.
5. The right to development must be fulfilled so as to equitably meet developmental and environmental needs of present and future generations.
6. Communities should reduce and eliminate unsustainable patterns of production and consumption and promote appropriate demographic policies.
7. Communities should cooperate to strengthen local-capacity building for sustainable development.
8. Communities should cooperate to promote a supportive and open economic system that would lead to economic growth and sustainable development.
9. Indigenous people and their communities and other local communities have a vital role in environmental management and development because of their knowledge and traditional practices.

***Pros:** Widely acknowledged and implemented. Encompass the majority of issue areas. Easy to develop into issue areas. Promotes good governance and indigenous roles. **Cons:** Numerous. Perhaps too 'global'.*

UK Dept. of Environment

1. Living within environmental limits
2. Ensuring a strong, healthy and just society
3. Achieving a sustainable economy
4. Using sound science responsibly
5. Promoting good governance

Pros: Simple and easy to understand. Covers the majority of issue areas. Expandable. **Cons:** Does not specifically address culture/ heritage. Elements are too general and open to interpretation.

United Nations Environment Programme –IETC (Adapted)

1. Provide a long-term vision for communities based on sustainability; intergenerational, social, economic and political equity; and their individuality.
2. Achieve long-term economic and social security.
3. Recognize the intrinsic value of biodiversity and natural ecosystems and protect and restore them.
4. Enable communities to minimize their ecological footprint
5. Build on the characteristics of ecosystems in the development and nurturing of healthy and sustainable communities.
6. Recognize and build on the unique characteristics of the community, including their human and cultural values, history and natural systems.
7. Empower people and foster participation.
8. Expand and enable cooperative networks to work towards a common sustainable future.
9. Promote sustainable production and consumption, through appropriate use of environmentally sound technologies and effective demand management.
10. Enable continual improvement, based on accountability, transparency and good governance.

Pros: Comprehensive and covers all aspects of sustainability. Includes an assessment tool. **Cons:** Numerous. Adapted from original based on sustainable cities.

Recommendation

Many of these definitions could be adopted as part of the ICSP process. The principles outlined in the ICSP template have the advantage of being widely accepted and relevant. However, they are focussed on infrastructure and not the wider context of sustainability planning. In addition, they do not reference governance clearly. They could perhaps be adapted to fulfill the needs of more comprehensive ICSPs.

The UNEP principles are perhaps the best suited to a more comprehensive ICSP for our community. They include all the potential sustainability dimensions and help focus on some of the community's characteristics: uniqueness, cooperation and the need to address production and consumption. They are also sufficiently detailed to allow for appropriate policy development. They are widely publicized, from a worldwide and respected organization. The principles are supported by a series of assessment criteria. The UNEP principles are therefore recommended for adoption.

Appendix XXI

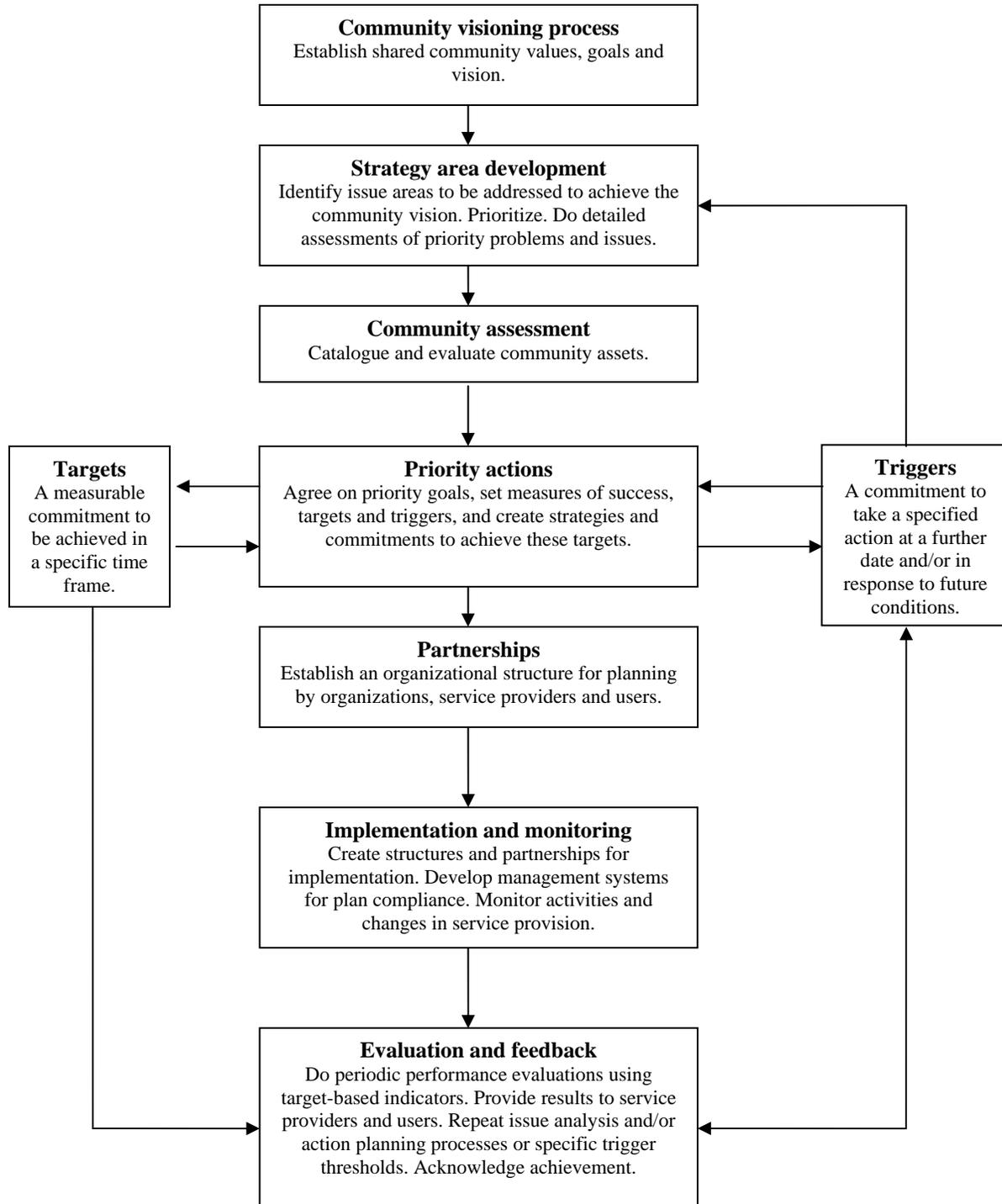
Appendix XXI	Yes	No	If no, why?	If yes, how is it further related to operational plans?
Principle 1: Provide a long-term vision for the community based on sustainability; intergenerational, social, economic and political equity; and their individuality.				
Does the project align with the long-term vision?				
Does the project define long term?				
Does it align with the definition of sustainability and sustainable development?				
Are there means to monitor how the project progresses to the vision?				
Principle 2: Achieve long-term economic and social security.				
Does it consider social and economic impacts in a transparent way?				
Are the benefits of the project shared with the community in a just and equitable manner?				
Are the negative effects of the project shared with the community shared in a just and equitable manner?				
Are the economic and social strategies consistent with the long-term vision?				
Principle 3: Recognize the intrinsic value of biodiversity and natural ecosystems, and protect and restore them.				
Does it protect the intrinsic value of ecosystems?				
Are there means to monitor / measure the effect of the project on biodiversity?				
Principle 4: Enable communities to minimize their ecological footprint.				
Does this transparently account for your impacts outside your boundaries?				
Are there means to communicate the impact of your actions to the community?				
Are there means to monitor / measure (e.g., with indicators) the impact of your actions with the community?				
Will the project proceed in the absence of scientific evidence about the extent of your impacts?				
Principle 5: Build on the characteristics of ecosystems in the development and nurturing of a healthy and sustainable community.				
Are there elements of the project that have been modelled on ecological principles?				
Will the benefits of building upon the characteristics of ecosystem be communicated to the community?				
Principle 6: Recognize and build on the distinctive characteristics of the community, including its human and cultural values, history and natural systems.				
Does the project consider / build upon cultural values, history and natural systems?				
Is the cultural / historical profile of your community embodied in the project?				
Is the project compatible with the community's cultural / historical profile?				

Appendix XXI

Appendix XXI	Yes	No	If no, why?	If yes, how is it further related to operational plans?
Principle 7: Empower people and foster participation.				
Has the project undergone community consultation?				
Has community engagement been broad, and included typically marginalized voices?				
Has the community's participation influenced the strategy?				
Are there means to continue community input throughout monitoring and evaluation of the project?				
Principle 8: Expand and enable cooperative networks to work towards a common sustainable future.				
Have cooperative networks been established, facilitated, supported and / or consulted throughout the project's development? Will these networks be consulted throughout the monitoring and evaluation?				
Are networks utilized and publicized within and outside your boundaries?				
Have these networks enabled / facilitated collective action in the community?				
Is the knowledge / learning of the networks widely shared?				
Principle 9: Promote sustainable production and consumption, through appropriate use of environmentally sound technologies and effective demand management.				
Does the project promote sustainable consumption?				
Have environmentally sound technologies been employed in the design and implementation of the project?				
Does it consider production / consumption costs along the supply chain?				
Are there means to support other business engaging in sustainable production / consumption?				
Principle 10: Enable continual improvement, based on accountability, transparency and good governance.				
Has decision making in the project been undertaken in a transparent way?				
Does the project contain indicators and targets to monitor continuous improvement?				
Is good governance utilized through the project?				
Does the project contain reporting mechanisms that are based on accountable information?				
Is continuous improvement evident by incremental change or innovative strategies, programs or technologies?				

Appendix XXII ICSP planning framework

The planning framework was prepared specifically to assist local government and their local partners to learn and undertake the challenging task of sustainable development planning.



ICSP Visioning Process : Title discussion paper

In many respects the name of a plan can be equally as important as its contents. The name should summarize the plan's intent and give direction for the future. It should be short and instantly recognizable, although it may have a more detailed sub-title. It needs to find acceptance among its intended audience and users. It should be as unique as possible. This is also true with a process, such as creating a community vision.

Whatever happens later during the development of our sustainability initiative (e.g., separate plans, parallel processes, direction, etc.) the initial step of forming a community vision should be a fully collaborative one. The general consensus is that the community is capable of agreeing a vision statement acceptable to residents, TH and the City and this should be encouraged.

So what do we call our plan or at least the visioning process? The "Tr'ondëk Hwëch'in and City of Dawson Integrated Community Sustainability Plan" may be accurate but doesn't quite fit the criteria. Should the title reflect on the past while looking to the future? Should it reference the partnership between TH and the City, or celebrate the long-standing integration between TH citizens and other community residents? Heritage, arts and culture are important to the community and may be included in the title. What about the Gold Rush and placer mining? Is the title to be limited to community boundaries or the wider region? Do we want to use terms like sustainability, integrated, management or initiative? We could have a community competition to find a name or ask a local writer or author to devise a title.

Here are some examples from other communities:

Imagine Calgary: Calgary

Whistler 2020 – Moving towards a sustainable future: Whistler

Mining the Future: Canmore

Craik Sustainable Living Project – Craik

Community Caucus: Spruce Grove

Bringing Newmarket's vision into focus: Newmarket

Vision 2020: Camrose

Some early suggestions made for our planning process include:

Dawson 2020 (or any agreed future date) – simple but not especially imaginative

The Dawson City and Thron-dyuk Community Vision – uses a traditional area name

The Klondike (or Thron-dyuk) 2020 Vision – references the wider region and, potentially, the TH territories

CSI Dawson (Community Sustainability Initiative) – a current working favourite but not really useable!

Personally, I like the idea of acknowledging the traditional heritage of the area through the use of "Thron-dyuk" (or some other traditional name) and making a reference to the Gold Rush, one of the most defining moments in the community's development. My recommendation so far is:

After the Gold Rush : The Dawson City and Tr'ondëk / Thron-dyuk Community Vision

It's imaginative and memorable and the longer sub-title reflects the both cultures.

RIVERWEST BISTRO
RESTAURANT
& COFFEE BAR

The City of Dawson

Downtown Revitalization Plan



December, 2013

URBAN
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December 2013

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1. Introduction

1.1 Context for the Downtown Revitalization Plan

Dawson City, located in the centre of the Yukon, is home to approximately 2,000 people. It is well known as the heart of the Klondike Gold Rush and in 1898, was a thriving city of 30,000. Dawson City lies within the traditional territory of the Tr'ondëk Hwëch'in. The gold rush history, First Nations culture, and wild natural landscapes draw 60,000 visitors to the area each year. Today, Dawson City's main employers are the tourism industry, mining (both cyclical hard-rock mining exploration and small-scale placer mining), and the governments.

Downtown Dawson is the heart of the town and is an important destination for both residents and visitors. It is home to most of the community's restaurants and stores, the school, the Yukon College Dawson Campus Tr'ondëk Hätr'unohtän Zho, the Yukon School of Visual Art, the Dänojä Zho Cultural Center, the Palace Grand Theatre, most community services and government offices, the recreation center, many of the community's famous heritage buildings, and the visitor information centre.

Figure 1 shows the Downtown Revitalization Study Area. The area highlighted was the focus of our plan, but influences and activities outside the area were considered.

Figure 1. Downtown Revitalization Study Area



1.2 Issues

As part of the Tr'ondëk Hwëch'in Final agreement, a regional economic development plan has been completed. This Plan identified 31 strategic initiatives and the Downtown Revitalization Plan is one of nine community based projects being implemented in 2013-2014. It is being undertaken as a partnership between the City of Dawson and Tr'ondëk Hwëch'in.

Although Downtown Dawson is thriving in many respects, there are a number of challenges facing the core area. In undertaking this project, the City of Dawson identified five downtown issues that the revitalization plan would tackle.

- There are a significant number of vacant properties and buildings in Downtown Dawson, giving a feeling of neglect and economic decline;
- Several required off-street parking lots add to the vacant feel of the area;
- Downtown Dawson's boardwalks and unpaved streets are identifying characteristics but pose a challenge for people with mobility issues and for maintenance;
- The 2009 waterfront beautification project was a success, and there is an appetite to see aesthetic improvements throughout Downtown; and
- Year-round customers and activity is needed to support and attract businesses.

1.3 Purpose

The purpose of this Downtown Revitalization Plan is to strengthen the vitality of the core commercial district of Dawson City. The Plan sets out realistic and implementable steps that will encourage and guide development and infrastructure investments in the Downtown Core.

History of Downtown Dawson City

Dawson City's commercial downtown officially began in 1897 when Joseph Ladue staked the moose pasture for a town site. By the spring of 1897, fifteen hundred people lived in Dawson City. In the six months that followed, the downtown area emerged in the form of tents and small log buildings involved in a variety of commercial endeavors which included stores, saloons, and dentist offices.

By the spring of 1898, 30,000 people lived in Dawson City. Banks, theatres, newspapers, churches, and a new telephone line were established. New wooden buildings replaced the tents and the muddy streets were lined with boardwalks. Lots on Front Street were selling for several thousand dollars per foot of frontage.

During the Gold Rush the core of the city was constantly changing. Fires destroyed numerous wood buildings but were quickly replaced by newer, more complex buildings. Impressive facades were built over top crude log buildings creating an illusion of urban sophistication.



Dawson City, Y.T. c. 1898, photo: Dawson City Museum and Historical Society

From King Street south to Princess Street, and from the waterfront east to Fourth Avenue provided young, generally male gold seekers with necessary services such as accommodation, dining, banking, laundry, repair, grocery, hardware, and dry goods facilities in addition to the less necessary services provided by saloons, dance halls, gambling halls, theatres and brothels.

Photographic evidence from this period of King and Queen Streets and Front, Second, and Third Avenues show large crowds, parades and celebrations, animals, vehicles, poles and wires, banners, and a variety of street and shop signage. High rental rates meant maximum use of sites and the elimination of most small cabins and residences.

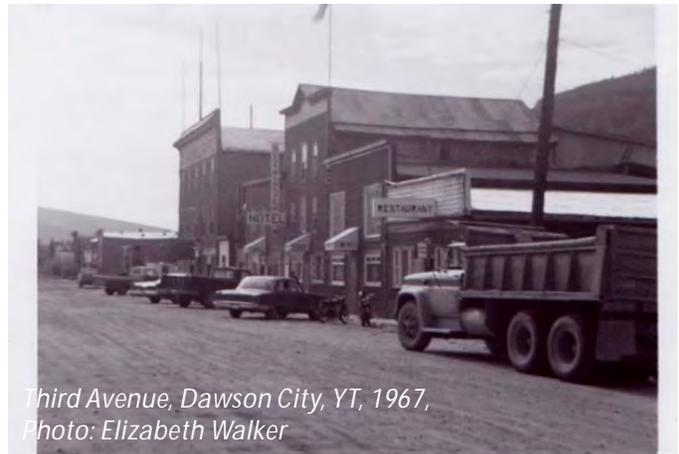
By 1899 the Gold Rush was beginning to decline and the town's population fell to 8,000. Many left to follow subsequent gold rushes in other areas, however some stayed and sent for their wives and children. The presence of women and children in the town changed the downtown core's composition to a certain degree. Brothels and dancehalls were driven out of town through various campaigns and replaced with more sophisticated entertainment. A more permanent architecture was developed by both government and private land and business owners. This resulted in the movement of businessmen from their sleeping quarters above their stores to the residential areas of Dawson City.

The population of Dawson City continued to dwindle during the Yukon Consolidated Gold Corporation (YCGC) era (1923-1966) as the mechanization of mining required fewer men for operation. Many Gold Rush era buildings became derelict until the early 1950's when the Klondike Visitors' Association (KVA) was formed to encourage the emerging tourism industry. The Government of Canada also took an interest in the town, and in 1959 Prime Minister John Diefenbaker visited Dawson City and suggested it be developed as a historic tourist attraction. This was slow in coming and Dawson City's population languished around the 600-900 mark through the 1960's and 1970's. In 1967 Historic Sites and Monuments Board of Canada recommended the acquisition of a number of buildings and the protection of others. Municipal heritage regulations were developed and the Federal Government began a major intervention in Dawson City. By the 1970's tourism was a key player in the area's economy.

The flood of 1979 resulted in two new features in the downtown core's vernacular; the addition of the dike that runs along the banks of the Yukon and Klondike Rivers



July 4th Celebration on Front Street, Dawson City, YT, 1899, photo: Dawson City Museum and Historical Society



Third Avenue, Dawson City, YT, 1967, Photo: Elizabeth Walker



Flood of 1979, Dawson City, YT, Photo: Peter Gould

1.4 The Planning Process

and a series of new developments whose foundations elevate the main floor well above street level. This is most commonly seen on commercial structures along Second Avenue. The addition of stairs and barrier free access/wheel chair ramps has resulted in accordance with the National Building Code of Canada requirements.

Today, Dawson City's downtown core is occupied by various businesses and services which include government and private offices, a bank, schools, an art gallery, grocery, hardware, jewelry, clothing, and drug stores. Hotels, restaurants, a casino, theatre, and numerous saloons also operate on full time and seasonal (summer) schedules. The abundance of parking lots add to the vacant feel that the downtown core may exude, however the numerous vacant and occupied historic structures that dot the area continue to contribute to the area's well established and ongoing tourism industry.

In July 2013, the City of Dawson hired Urban Systems to prepare a Downtown Revitalization Plan. The Planning team spent August 26 to 29th in Dawson City. The purpose of this visit was to raise excitement about downtown planning, understand the current conditions, assess existing infrastructure, identify potential improvements, and begin development of the draft plan. A series of meetings and events were held to get meaningful input from a wide range of community members. The following specific events were held:

- Kick-off meeting with project manager;
- Stakeholder meeting;
- Meeting with City Council;
- Downtown walk (15 people);
- Meeting with Tr'ondëk Hwëch'in;
- Meeting with City Parks and Recreation and Public Works staff;
- Open design studio (5 people);
- Open House (16 people); and
- Wrap-up meeting with project manager.

An online engagement platform was developed to allow community members to view maps, respond to a survey, and view and add comments. Participation in the survey was low, and the responses echoed those received from the public at the Downtown walk, open design studio and the Open House.

Through what we heard during the Downtown walk, public survey and the meetings with Tr'ondëk Hwëch'in, stakeholders and City Council, a list of Downtown Issues was developed. In response to this, a series of possible solutions were generated. The issues, possible solutions and a series of illustrations were presented for feedback at the Open House.

Through September and October these possible solutions and the accompanying illustrations were refined into a Draft Plan.

The Draft Plan was presented to City Council, the public, and Tr'ondëk Hwëch'in on October 28 and 29, 2013. Edits were made to the draft to reflect the comments received and the final version of the draft was presented once again to the public and City Council on December 16.



Community walk, August 2013

2. Downtown Dawson Today

2.1 Downtown Dawson – What People Value

Downtown Dawson is a special place. In the summer its boardwalks and buildings bustle with visitors, stores are busy, there is boat traffic on the river, and kids on bikes zip past at all hours. The days are long, hot and dusty, and there is a festival, parade or party nearly every weekend. In the winter, the pace slows, snow crunches underfoot, and residents learn to recognize each other by their parkas. Movies, dances, plays, art shows, and dog sled races keep people entertained.

Both visitors and residents love Dawson's historic look and feel, boardwalks, and both the buildings that have been carefully restored and the buildings that are derelict and sitting vacant. Many residents feel that preserving the heritage resources is vital to drawing tourists to the town.

People recognize Downtown Dawson as the centre for business and tourism and enjoy the resulting hustle and bustle. At the same time, people like that the area can feel quiet, peaceful, and close to nature. Many residents value the locally owned and operated businesses.

Visitors and locals love the newly developed riverfront park. People also love the gritty side of Dawson; the back alleys, the dirt roads, the greenery growing up in vacant lots and along the edges of boardwalks, and that lived-in feeling you get in a real town.

"I love that it is lived in, and doesn't ever feel vacant or empty."



Corner of Queen Street and Second Avenue



2.2 Downtown Dawson – Current Issues

Through input gathered during the Downtown walk, public survey, open house, and the meetings with Tr'ondëk Hwëch'in, stakeholders and City Council, the following list of Downtown issues was developed.

Business Attractiveness and Retention

- Public washrooms are needed in the Downtown;
- Branding and marketing;
- Stores close too early in the summer;
- Businesses have moved from Second Avenue to Front Street (and some have closed);
- High utility fees make it difficult for businesses; and
- Planning and spending should be focussed on economic opportunities and addressing seasonality of local economy.

Parking and Traffic Flow

- Lack of connection between Front Street and Second Avenue and the rest of Downtown;
- Parking lots add to the vacant feel;
- Not enough bike racks;
- Car traffic is prioritized over pedestrian and bike traffic; and
- Heading south on Front Street (past Harper Street) the boardwalk ends and it is not clear to visitors that there are attractions to the south.

Vacant Lots and Buildings

- Enforcement of Heritage Management Bylaw isn't always consistent;
- More multi-family residential needed in Downtown Dawson;
- There is concern about the loss of heritage buildings on streets and in alleys;
- Current policies do not discourage holding on to vacant lots;
- There are misconceptions and misunderstanding about the Heritage Management Plan that may discourage redevelopment;
- Space is needed for Downtown non-alcoholic winter social space , gardens, public art, convention centre;
- Some buildings that are designated heritage buildings detract from the aesthetics of Downtown;
- There are no incentives to maintain and restore heritage buildings; and
- The commercial/retail market in Dawson is saturated.

Accessibility

- Maintenance of boardwalks;
- Road elevations makes a big step up to the boardwalk in some areas;
- Boardwalks may be too narrow to accommodate street furniture and pedestrian traffic;
- No cross country ski access to/through Downtown; and
- Storm drains are very low at some crosswalks.

“Dawson’s Downtown should be the core of the vibrancy and energy in our town.”



Vacant Lot on Third Avenue

Sprucing up Downtown (Beautification)

- Garbage cans not compatible with the heritage streetscape;
- Downtown garbage collection needs to be improved especially on Mondays after busy weekends and in winter;
- Don't want to lose the back alley experience;
- Need for more benches and places to sit;
- Street lights not compatible with heritage and are not the right scale for the streetscape;
- Space is needed for permanent and temporary public art;
- Dark winter could be improved by adding more decorative lights to buildings and streets;
- Need more wild greenspaces;
- Currently only green space is on vacant lots and along boardwalks;
- Light pollution is making it difficult to see stars and northern lights;
- More formal greenspaces are needed in the Downtown for shade and sitting; and
- Concern that development will threaten authentic heritage.



Inaccessible Boardwalk at the corner of Princess Street and Second Avenue

2.3 Heritage Management

The value of Downtown Dawson's heritage resources is widely recognized. Many gold rush era buildings and landscape features are still intact. There are several plans and bylaws in place to help manage and preserve Dawson's heritage assets.

The City of Dawson completed a Heritage Management Plan in 2008. Sections of this Plan have been incorporated into the City's Zoning Bylaw. Buildings and structures more than 40 years old will be demolished only in exceptional circumstances as determined by City Council. This Downtown Revitalization Plan does not recommend changes to existing heritage plans. The other heritage plans are summarized below.

Dawson City Heritage Management Plan (Commonwealth Historic Resource Management Limited, 2008)

The purpose of the Dawson City Heritage Management Plan is to preserve and strengthen the visual character and design intent of a nationally and internationally significant cultural landscape. Dawson's plan divides the town into eight character areas, and defines the principal character-defining features of each area, and sets out specific management guidelines for each area.

In the Plan, all buildings and structures in the downtown area, including derelict structures are protected. The Plan calls for incentives such as grants, loans, and



Collection of Downtown Images

planning relaxations to help offset the costs of heritage conservation. Infill buildings should replicate the external design of the building that stood on that site during the gold rush era. Conservation work should follow Parks Canada's Standards and Guidelines.

Below is a summary of the Character Defining Features of the Downtown Core as listed in the City Heritage Management Plan.

Topography

- Front Street is situated at a higher elevation (about one metre), as it was the original dike.
- The land rises sharply at the present dike, which was built in the early 1980's.
- Park-like setting of the landscape along the dike, which provides a walkway along the river.

Views

- Good views of the Bowl, including the mountains to the east (the ridge that leads to the Dome), the north (including the Slide) and the west (Top of the World).
- North-south streets have views to the Slide, a natural landmark that provides orientation.
- East-west streets have views to the Dome.
- Important views from the principal streets to certain public buildings that are landmarks.

Buildings and Structures

- Downtown contains most of Dawson's Gold Rush-era commercial buildings.
- Typically built close to the side lot lines and the street line.
- Commercial buildings typically have false fronts, with elaborate and well-defined cornices, masking gabled roofs whose ridges are perpendicular to the street.
- Mixture of 1- and 2-storey buildings, with a few 3-storey buildings, with heights changing from property to property.
- Older buildings tend to be sited close to ground level. Many newer buildings have been raised as high as 1.5 metres above grade to create a crawl space.
- Generally wood frame or log construction.
- Predominantly wood cladding,

with some metal cladding.

- Many corrugated metal roofs and wood windows and doors.
- Inset entrances.

Landscape Features

- Gridiron street pattern.
- Small lots (many are fragments of original lots) with historic buildings often over lot lines.
- Mid-block lanes running north-south, parallel to the numbered avenues.
- No setbacks.
- Gravel roads and wooden boardwalks.
- Informal pedestrian ways between avenues.
- Clear views of skyline and night sky.
- Treatments of ground and upper floors are distinct, with fascia signage and other details often providing a transition zone between the two.
- Street-level glazing with large windows and panes.
- Fire escapes generally on the sides or rear of buildings.

Design Guidelines for Historic Dawson (Parks Canada, no date)

The purpose of the Design Guidelines for Historic Dawson is to provide information:

- to the City of Dawson Heritage Advisory Committee;
- to residents and developers who wish to make renovations, additions and build new structures; and
- to Parks Canada for their projects of restoration renovation, or rehabilitation.



Historic Streetscape Third Avenue

The Design Guidelines are intended to provide information that will aid in the re-creation of the historic atmosphere of early Dawson City. The document provides information, drawings and examples of building size, massing, historic streetscapes, façades, roof styles, windows, doors, architectural details, lighting, fences, and signage.

Standards and Guidelines for the Conservation of Historic Places in Canada (Canada's Historic Places, Second Edition, 2010)

The purpose of the Standards and Guidelines for the Conservation of Historic Places in Canada is to provide sound, practical guidance to achieve good conservation practice. The document establishes a consistent, pan-Canadian set of conservation principles and guidelines that will be useful to anyone with an interest in conserving Canada's historic places. It also provides guidance to those interested in applying for financial incentives for the conservation of historic places.



Raised Boardwalk on Second Avenue



Historic Architectural Detail at Klondike Kates

3. Downtown Revitalization Strategies

Through the meetings and discussions held during the Downtown Design Session in late August a Plan Mission and Guiding Principles were developed and a list of the challenges facing Dawson's Downtown were compiled. From this, our team has developed a series of strategies aimed at implementing the Downtown mission statement and goals.

Overall Community Vision

“Honouring the Past, Sharing the Present, Embracing the Future”

This vision was identified in Integrated Community Sustainability Plan and was reinforced in the 2012 Official Community Plan.

Downtown Revitalization Plan Mission

To strengthen the economic vitality of Downtown Dawson by encouraging and guiding development and infrastructure investments.

Five Goals for Downtown Dawson

- Goal 1. Improve connectivity and flow through the Downtown to facilitate meandering and to draw people from Front Street to the rest of Downtown.
- Goal 2. Develop a vibrant, welcoming, and historic Downtown for all seasons.
- Goal 3. Encourage infill and redevelopment of vacant lots with a focus on increasing residential uses.
- Goal 4. Continue to build on the spirit of cooperation and collaboration to improve the Downtown business climate.
- Goal 5. Leverage limited resources for new Downtown infrastructure to greatest effect.



King Street in Front of the Palace Grand

Figure 2, the Map of Existing Conditions and Characteristics shows the current status of the Downtown area. This includes the location of civic facilities, Parks Canada heritage buildings, parking lots, and vacant lots.

in the various sections of Downtown and illustrates the potential connection between them. Figure 4, the Revitalization Plan, is an illustration of many of the recommended strategies found in this section.

Figure 3 shows the Schematic Land Use and Connections. This shows the major current land uses

Figure 2. Existing Conditions and Characteristics



Figure 3. Schematic Land Use and Connections

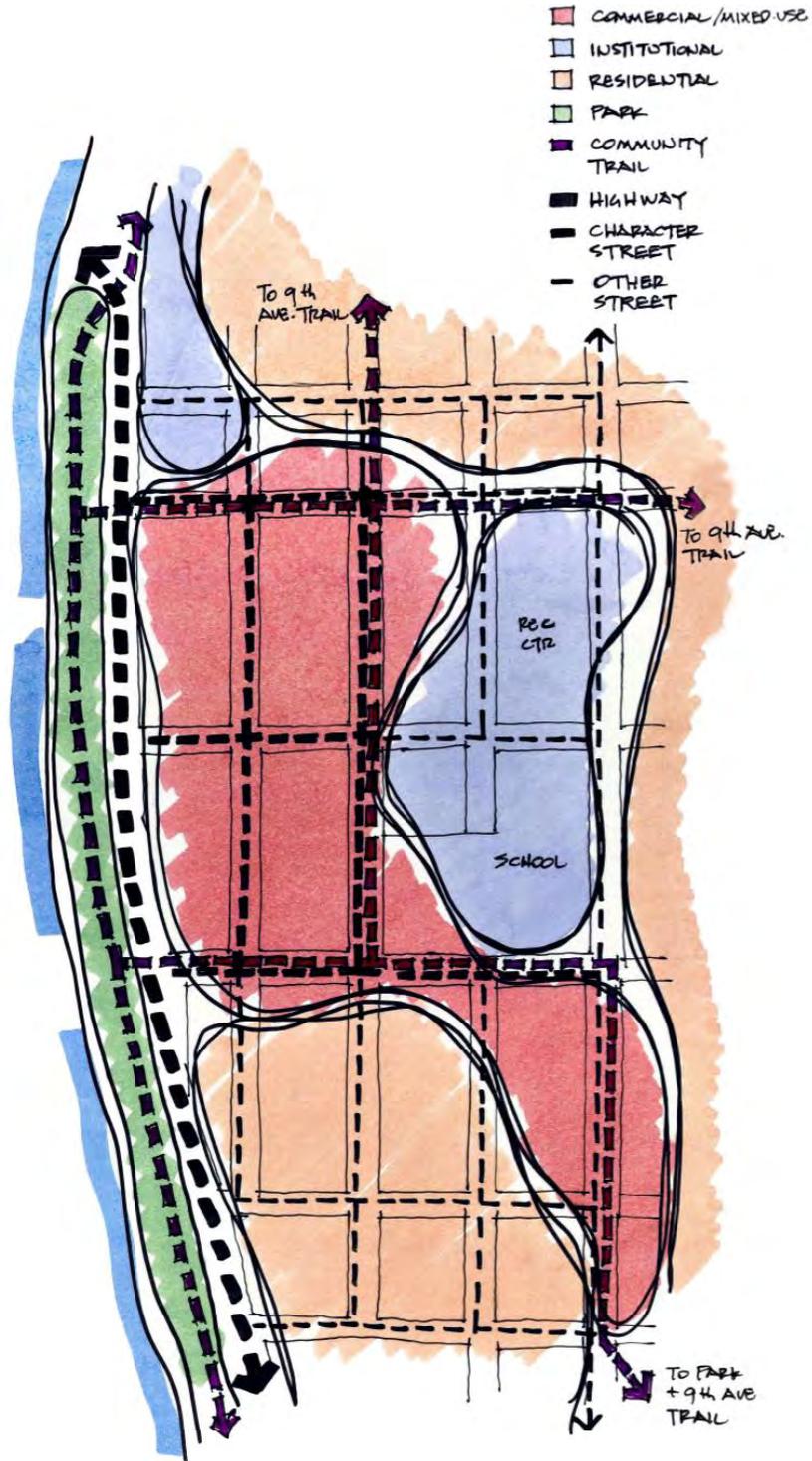
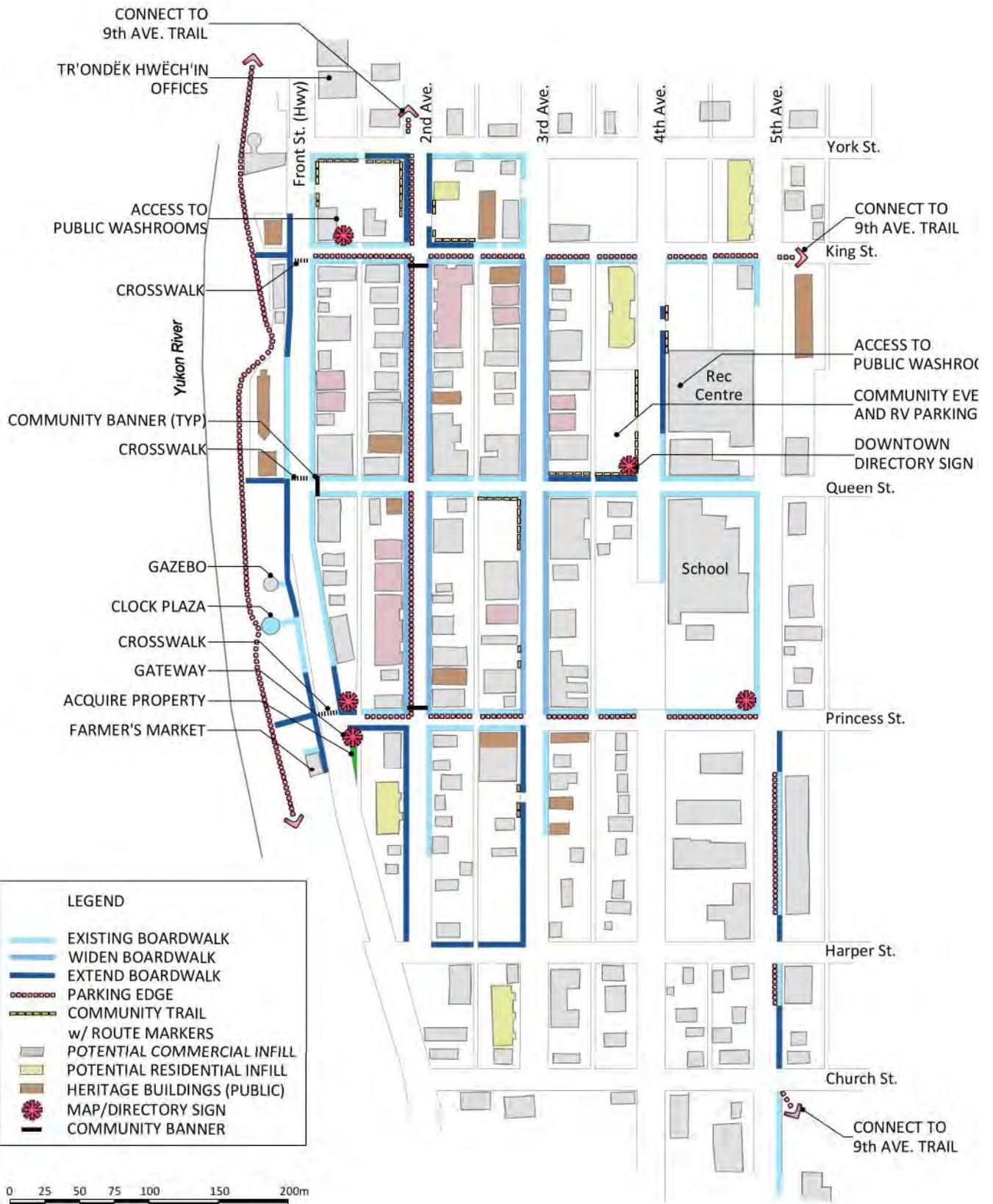


Figure 4. Revitalization Plan



3.1 Access and Connectivity

Communities depend on roads, sidewalks and pathways to connect people to services, amenities, and to each other. In successful downtowns, travelling on foot, bicycle, or wheelchair is as easy, or easier, as travelling by car. Dawson benefits from a Downtown that is fairly compact and is home to many important community destinations. Improving access and connectivity will make it easier for residents to get around and will encourage visitors to move throughout the Downtown. Most blocks in the Downtown Core have boardwalks instead of sidewalks. Both residents and visitors love this unique and defining feature of Downtown. In this section we focus on pedestrians and bicycles because vehicles can move throughout the Downtown relatively easily.

Goal: Improve connectivity and flow through the Downtown to facilitate meandering and to draw people from Front Street to the rest of Downtown.

Existing Conditions:

- The boardwalk network is a much-loved Downtown asset;
- Boardwalk maintenance is an issue;
- The boardwalk network is not completed throughout the Downtown;
- In some sections the step up to boardwalk is too high;
- There is a lack of wayfinding signage;
- Some parking lots add to the vacant feel of the Downtown;
- Deep catch basins at street corners make crossings difficult;
- People regularly use the alleys to get around; and
- There is a lack of connection between Front Street and the rest of Downtown.



Pedestrians on the Front Street Boardwalk

SIGNAGE AND BANNERS

1. Announce arrival in Downtown using gateway signage and landscaping features.

Choose a visible location on Front Street near Princess Street. Sign should follow heritage guidelines, be lit, and be visible all year round. Figure 5 shows one option of what the gateway feature could look like.

2. Provide maps and directional signs that point to specific businesses and attractions.

Have permanent outdoor maps at key visitor locations showing visitors the location of interesting Downtown features, trails, stores, and heritage buildings. Potential locations for these are in the Gertie's Parking lot (if this is advertised as a public RV parking lot), the Visitor Information Centre, and on Front Street between Princess Street and Queen Street. This would be in addition to the existing map between Queen and Princess on the riverfront. Also add directional signs that point to specific attractions and business. Figure 6 shows what these signs could look like. Signs must comply with heritage guidelines and should be designed to be visible in the winter and withstand cold temperatures.

3. Community banner program.

Establish one or more sites that will be available for banners for community events, announcements, and advertising.

The City of Dawson could contribute by identifying and preparing banner locations and hanging the banners. The Klondike Visitors Association could coordinate the production of the banners, and local organizations and businesses would contribute to the cost of getting their banner made.

The City recently had five hand painted double-sided canvas banners made at a cost of \$2,500 each. It may be possible to find a local supplier and an alternate material that meets the heritage regulations to bring down the cost of the banners. Figure 7 shows a sketch of how the banners look on a typical street cross-section. If banners are to be used in winter, they should be designed to withstand winter conditions.

4. Establish and maintain boardwalk standards.

Many of Dawson's Downtown streets have boardwalks. Existing boardwalks are shown in Figure 2. Making these boardwalks as accessible as possible is very important for the aging population, visitors with mobility issues, and parents pushing strollers. This will involve providing gently sloping ramps up to the boardwalk wherever possible.

To improve the condition and make the boardwalks more accessible, the City of Dawson should implement a boardwalk maintenance and improvement program. Regular maintenance will ensure adequate safety, accessibility, and serviceability of constructed boardwalks.

Figure 5. Gateway Feature



BOARDWALKS

The maintenance program should include:

- Regular scheduled inspection;
 - Improving hazardous conditions such as “trip and slip”, jagged edges, projecting nails, missing boards;
 - Re-securing loose boards;
 - Replacing weakened, broken and otherwise damaged and structural unsound boards;
 - Define a standard step height to access boardwalks and work to implement this standard throughout; and
 - Refining street grading and snow plowing operations to reduce impacts to condition and serviceability of boardwalk.
5. Make the capital improvements necessary to improve the level of service and standards for the boardwalks.

As funding permits, complete the boardwalk system throughout the Downtown core.

The capital improvement program would include:

- Confirming or establishing a boardwalk construction standard;
- Replacing or renewing entire sections of boardwalk on a cycle that reflects typical service life; for example, renew 2 to 3 blocks, representing about 10% of boardwalk, each year on a 10-year cycle;
- Incorporating adopted universal access standards, widening of existing boardwalks and other improvements with replacement;
- As required, annually or with new development, construct new boardwalk to extend the network; and
- Explore potential funding such as off-site improvement levies and increased development cost charge for new development and partnership programs with businesses or community groups.

Priority blocks and segments for extending the boardwalk network are shown in Figure 4.

Figure 6. Directional Signs

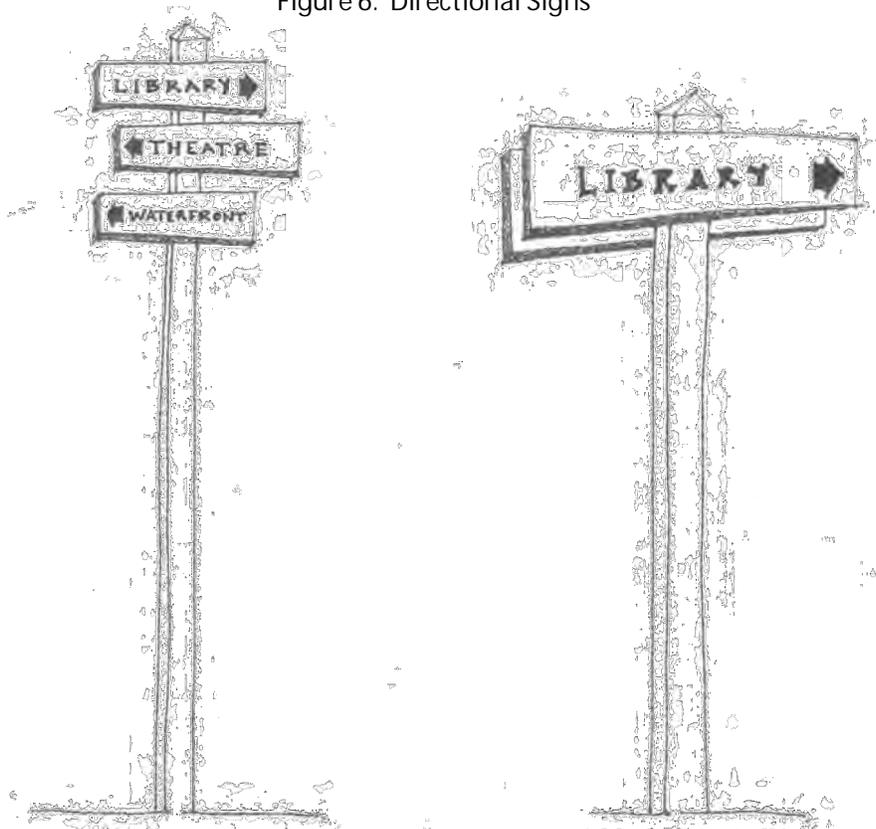
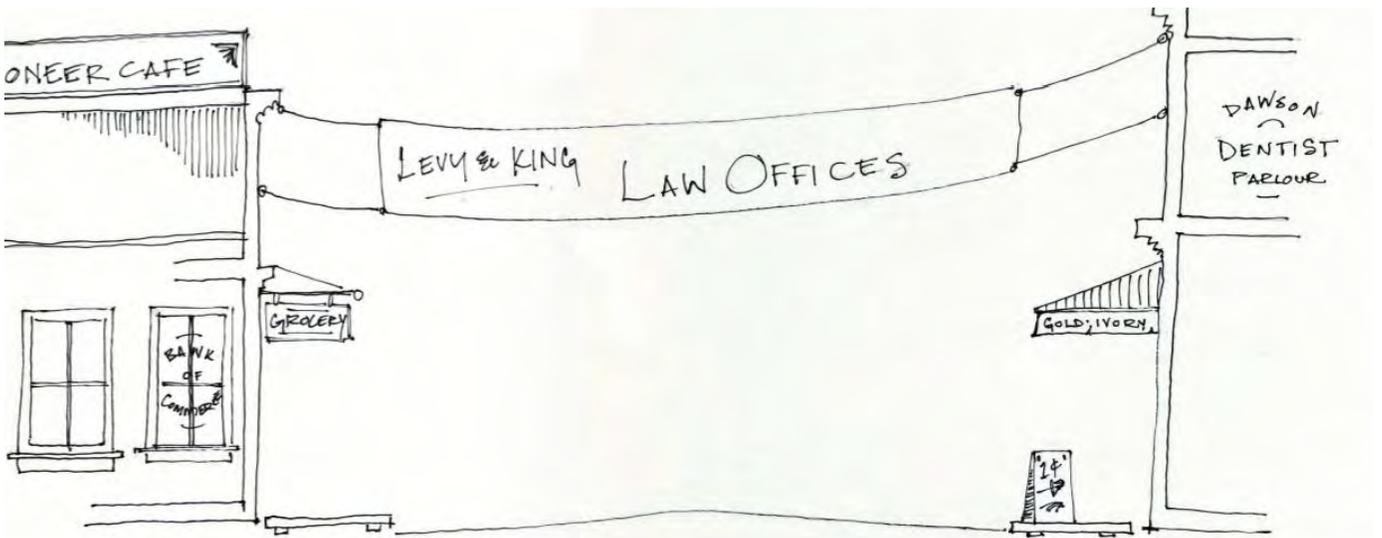


Figure 7. Banners and Streetscapes



6. Widen boardwalks on core commercial blocks.

On the busiest blocks of Second and Third Avenues, wider sidewalks would allow more space for benches, bike racks, and planter boxes and would work to draw shoppers and walkers to these blocks. Wider boardwalks could be added during routine replacement of worn boardwalks. This may impact on street parking in some locations. Figure 8 shows the capacity of current sidewalks and Figure 9 shows a sketch of what a wider sidewalk would look like. Locations where the wider boardwalk would work well are shown in Figure 4. Start by testing a wider sidewalk in one area, for example on south side Second Avenue between King Street and Queen Street.

PARKING

7. Encourage vehicle access to buildings and parking lots via alleys.

Every time that a lot is accessed from the street, there is a break in connectivity in the boardwalk. The Zoning Bylaw Schedule F Section 4.3 states that access to parking and loading spaces be from the rear lane. When reviewing new development, ensure that this directive is followed. The alleys should be maintained to provide access to the lots without forcing breaks in the boardwalk network.

8. Identify a Downtown facility for RV parking.

Using signage on the way in to town, direct RV's to a designated parking daytime area. This will result in fewer RV's blocking traffic and visibility on Front Street and will encourage visitors to walk through Downtown to get to the visitor information centre. A good location would be in Gertie's parking lot. The downtown portion of the community trail (see #9 below) and wayfinding maps will direct visitors to key points of interest.

PEDESTRIAN CONNECTIONS

9. Connect riverfront, Downtown, and Ninth Avenue trail.

Determine a network and develop pathways, signage, and maps to establish a community trail through

Downtown that will connect to the Dike and Ninth Avenue Trails, and to the broader community trail network. Highlight and develop Queen Street as a connection between these two trails through Downtown and provide options for interconnected loops. These trails should be usable year-round. Work with the Klondike Active Transport & Trails Society and City of Dawson Public Works staff to determine appropriate and practical winter maintenance.

10. Make crosswalks safer

Work to make crosswalks safer by levelling the gravel to make the street surface at corners as even as possible. If future repairs are done to the storm drainage systems, consider moving the catch basins away from the corners where they interfere with safe street crossings.

Figure 8. Sidewalk Capacity

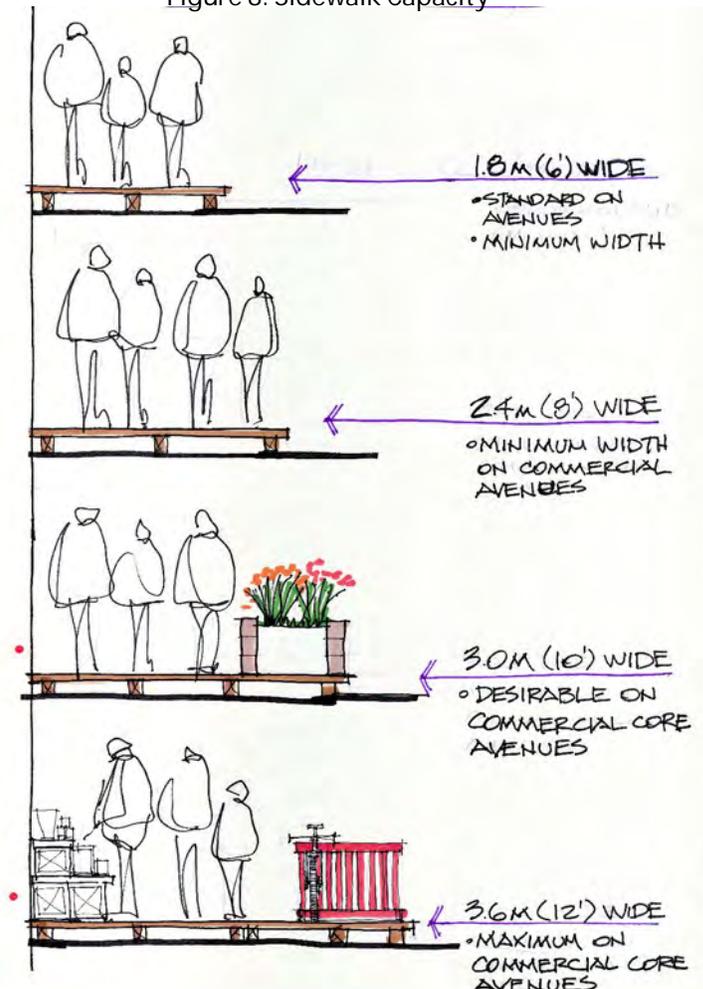
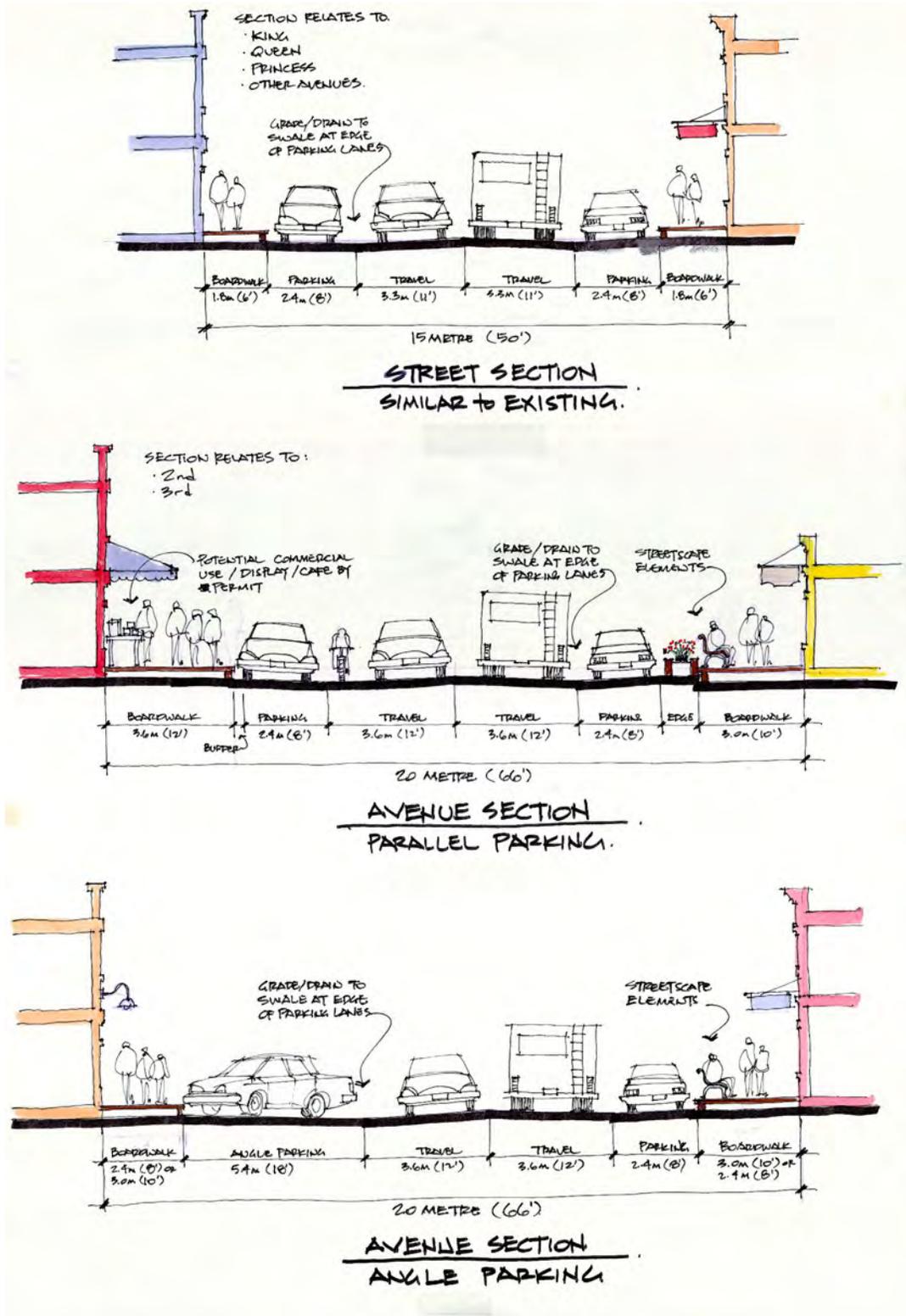


Figure 9. Wider Boardwalk and Existing Street Sections



3.2 Image and Aesthetics

Both visitors and residents are drawn to the authentic and unique experience offered on the streets of Downtown Dawson. Well maintained facades, colourful flower boxes, good lighting, nice looking benches, and tidy properties will draw people and will encourage private investment. Although it is clear that maintenance is important, and that a consistent look and feel is desirable, beautification programs should not sanitize or “Disney-fy” Downtown Dawson. Improvements should be carefully designed to reinforce historical themes.

Goal: Develop a vibrant, welcoming, and historic Downtown for all seasons

Existing Conditions:

- The heritage resources are highly valued by both residents and visitors;
- Residents and visitors love the back alleys and gritty feel of the Downtown;
- Unattractive garbage cans;
- Poorly maintained public and private properties;
- Parking lots with undefined edges;
- Lighting is at a the wrong scale and is not compatible with heritage streetscape; and
- Limited street furniture.

MAINTENANCE

1. Encourage a higher standard of maintenance and upkeep in the Downtown.

There are both existing structure and vacant lots that are in need of clean-up and maintenance. Consider more regular/rigorous enforcement of the Property Maintenance and Nuisance Abatement Bylaw. It is also important that the City lead by example and do a good job of the maintenance and upkeep of their properties and infrastructure. This includes increased garbage pick-up after busy summer weekends and ongoing pick-up during the winter. Street furniture and boardwalks should be well maintained.

DESIGN

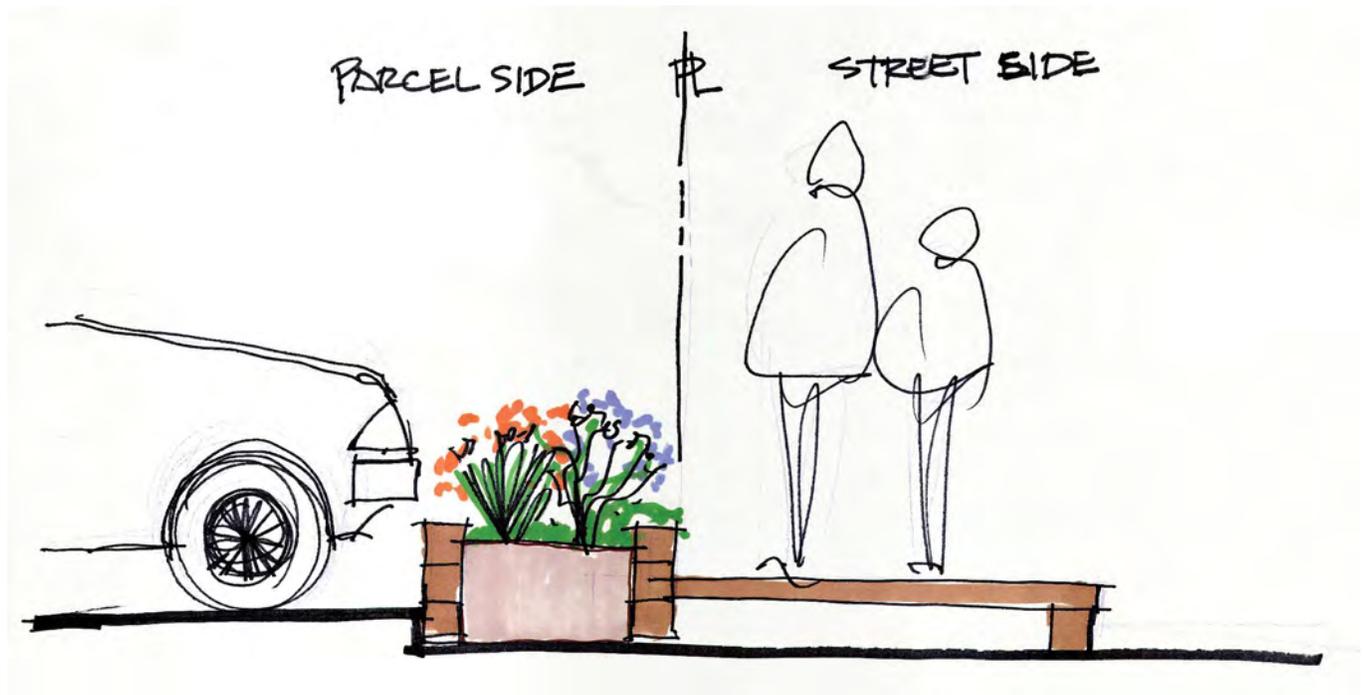
2. Improve edges of parking lots.

Encourage owners of existing parking lots (especially the City of Dawson and Parks Canada) to define the open edges of parking areas by adding boardwalks, planters, information/interpretation signs, and benches. Update the Zoning Bylaw to add design guidelines for new parking lots, including that boardwalks be added along parking lot edges. Larger parking lots should be divided into sections using bollards or planter boxes. See Figure 10, for an example of how the parking lots could be better designed.



Undefined Parking Lot at the Palace Grand

Figure 10. Parking Lot Edges



3. Develop “winter city” qualities.

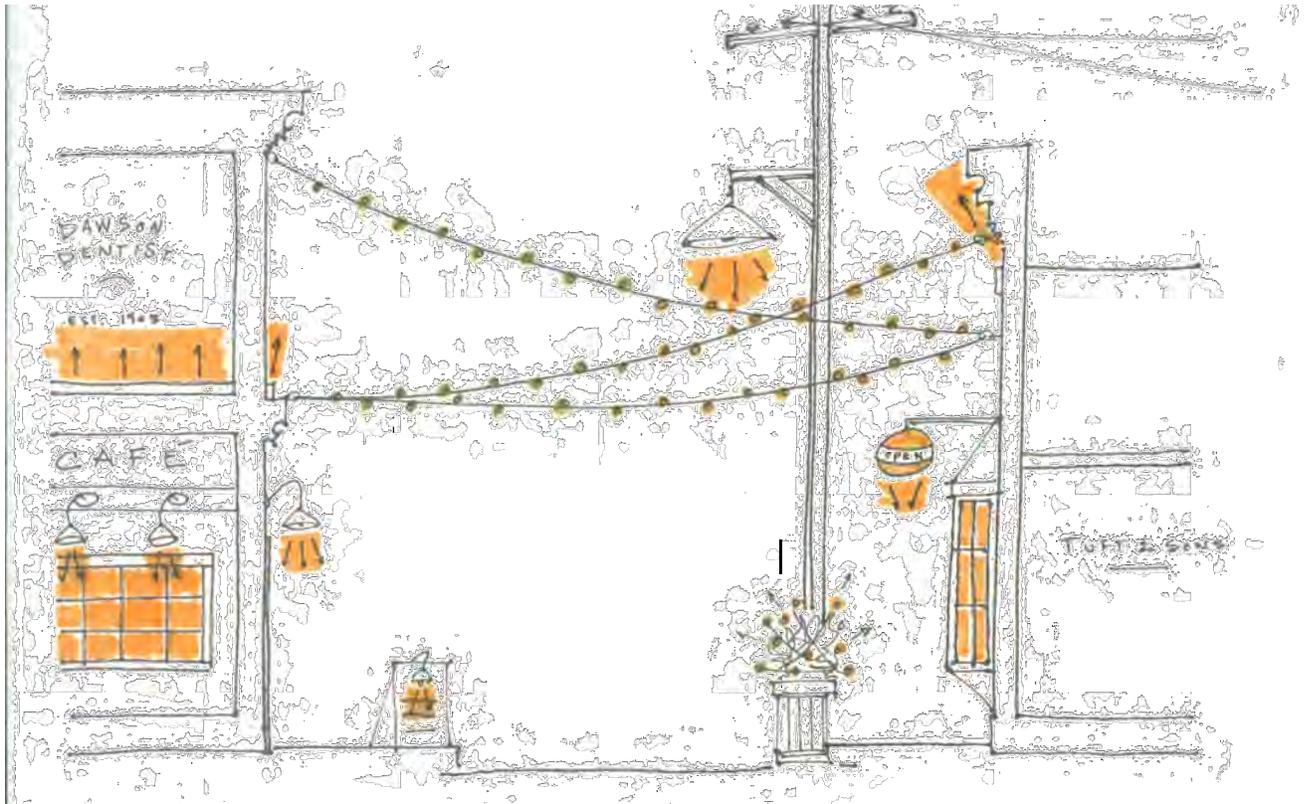
Winter city designs are focussed on using warm colours and lighting to brighten up dark winter days. Encourage use of twinkle lights on buildings and in planter boxes during winter months. Add pedestrian scale lights to buildings. New lighting should be energy efficient and reliable in cold temperatures.

Work to replace the standard cobra head lights on key Downtown blocks. Yukon Energy is doing a pilot project to test LED street lights. If the project is successful, and it is decided that the streetlights should be switched to LED lights, then light fixtures will need to be purchased. It may be possible to work with Yukon Energy to select a light fixture that is more compatible with the heritage look and feel of Downtown Dawson. Figure 11 shows a sample of heritage street lighting.

4. Establish a City of Dawson palette.

Establish a look and feel for Downtown furnishings that helps to reinforce heritage values and to “brand” the City’s contribution to Downtown revitalization. This unified look and feel will be applied to City infrastructure throughout the Downtown. This does not mean that furniture will all be painted the same colour, but more that it will be recognizable as a City addition to the Downtown.

Figure 11. Lighting on Buildings



STREET FURNITURE

5. Design and construct benches, bike racks, and planter boxes.

Downtown streets would benefit from new benches, planter boxes and bike racks. Finalize the design of each of these elements. Consider expanding the commemorative bench program to include planter boxes and bike racks. Benches should be spread out to provide resting spots for those who need them.

A planter box program like the one run by the Whitehorse Chamber of Commerce might work well here. Under this program, businesses can sponsor a planter box that is delivered and cared for by the Chamber. Figure 12 shows a sketch of the potential design of the street furniture.

HERITAGE

6. Work to Implement the Heritage Management Plan and Enforce the Heritage Bylaw.

Good management of Dawson City's heritage resources is important to both the maintaining the community's sense of place and drawing visitors to the area. Being able to show that heritage management is a City priority will also help to support the community's UNESCO World Heritage Site application.

The Heritage Management Plan was completed in 2008. As many at the City are new, and were not involved in this planning process, it would be useful to schedule a facilitated session with City Council, selected staff, and the heritage advisory committee to identify what has been completed, discuss what is working well and what is not, and set implementation priorities for the coming year.

Provide training and support to all City of Dawson staff to ensure heritage management is understood and implemented into all aspects of the City's works. This includes, Administration, Public Works, Community Development and Planning, Parks and Recreation, and Protective Services.

As required, hire an architectural design consultant who is familiar with the parameters of design in a historic district to:

- assist with the evaluation of development applications;
- provide training to City of Dawson staff and Heritage Advisory Committee; and
- provide those building in the historic zone with design advice and information.

Council should work with staff to set priorities and provide support where needed to ensure the Heritage Bylaw is enforced consistently.

7. Provide facade improvement grants

The City should provide facade improvement grants to property and business owners to renovate, restore, or redesign building facades located in Downtown Dawson. The goal of the program is to encourage owners of buildings to invest in

upgrades that protect heritage resources and create a more interesting and appealing environment, and attracting customers, clients, visitors and businesses to the Downtown. Only buildings that are registered as municipal heritage resources will be eligible for this grant. See Chapter 4 for more detail.

COMMUNITY SPACES

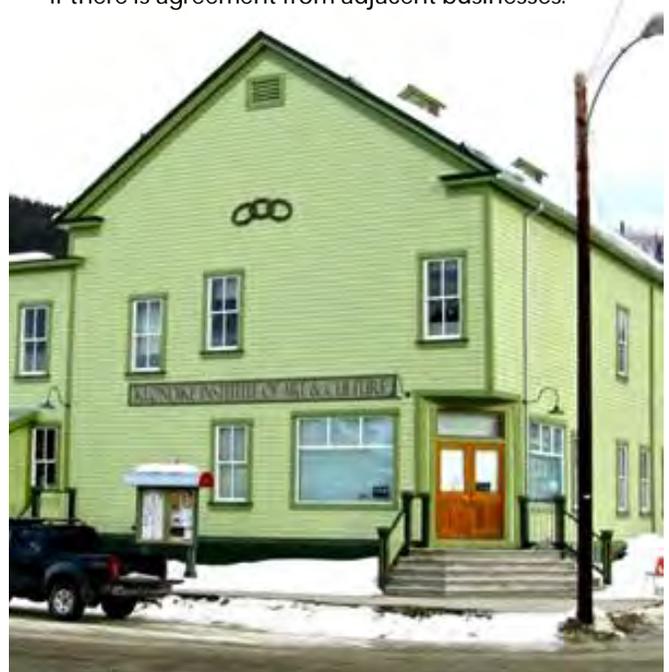
8. Animate the Downtown

Encourage the use of vacant lots for public art, community gardens, food vendors or greenspace. If the property tax rates are raised for vacant lots, a rebate or grant could be given to property owners who clean up their lots and allow the public to enjoy the greenspace, community gardens, or artists to use the space for temporary exhibits. Ensure that community gardens look tidy and well cared for and that community art installations are cleaned up when the project is over.

Klondike Development Organization could do some research into legal/insurance implications and could act as liaison between property owners and community members with ideas for vacant lots. Road closure for specific short term events should be approved, if there is agreement from adjacent businesses.

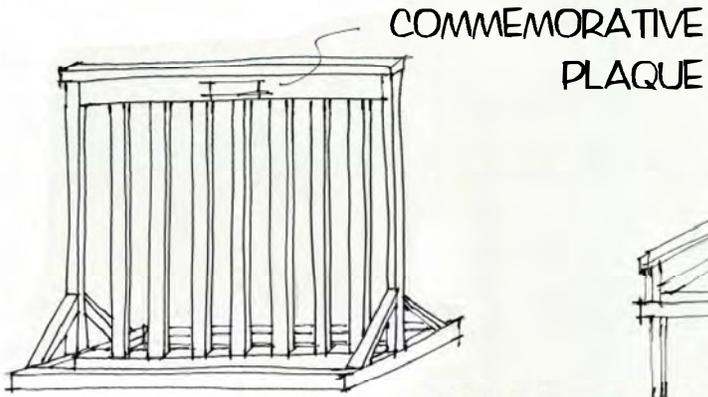


New Benches and Boardwalk on the South Side of Front Street



Good Example of Heritage Restoration at the KIAC Building

Figure 12. Street Furniture Design

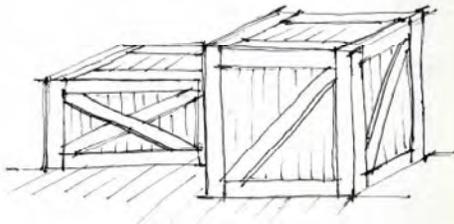


COMMEMORATIVE
PLAQUE

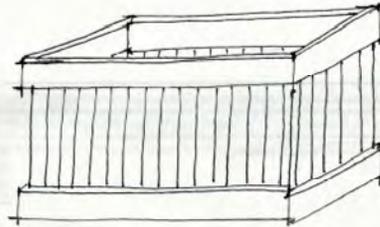


MEMORIAL BENCH

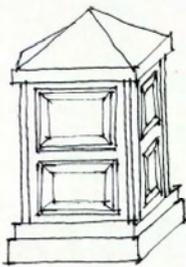
WOOD FRAME BIKE RACK



GROUPING OF CRATES



BEADBOARD PLANTER BOX



DIKE BOLLARD

3.3 Residential Development

Many Downtown revitalization plans involve increasing residential density in the core as more people living downtown will make commercial development more viable and will bring round-the-clock activity to the area. There is currently a housing shortage in Dawson, especially for those who do not need a single detached house including students, single people, small family, and seasonal workers. There is significant capacity for infill downtown and it may be possible to encourage new residential development (rather than commercial uses) with lower cost incentives.

Goal: Encourage infill and redevelopment of vacant lots with a focus on increasing residential uses.

Current Conditions:

- Housing is a challenge for seasonal and year-round residents;
- Dawson has an increasing number of one-person households and a higher proportion of renters than the rest of the Yukon;
- Adequate apartment and condo development will help attract and retain new residents;
- Vacant lots are gaps in the Downtown streetscape; and
- Housing above stores is consistent with the historical use of the Downtown.



Example of Residential Uses Above Retail

Zoning Information

Most of the downtown core is zoned Core Commercial (C1) which allows for a wide range of commercial uses, mixed use buildings, and apartments, and does not allow single family or duplex development, unless they are being operated in conjunction with a commercial use.

FINANCIAL INCENTIVES

1. Raise the minimum tax rate for vacant lots.

Currently minimum tax rates for vacant properties are very low in Dawson City. One way to encourage property owners with vacant property to sell or develop on their lots, is to raise the tax rate charged on these lots.

Currently the minimum property tax rates for vacant lots Downtown are low. Property owners pay a minimum of \$550 for a residential lot and \$750 for a commercial lot. The tax rate is 1.56% for residential properties and 1.8% for commercial properties.

It is recommended that a specific tax class and rate for vacant lots in the Downtown core be created, with a tax rate of 3.6%. This will mean that the taxes on a vacant lot assessed at \$35,000 will go from a current approximate annual property rate of \$750 to a rate of \$1,260. For more information see Chapter 4.

2. Revitalization tax exemption.

The implementation of a Downtown Revitalization Tax Exemption program will help to encourage revitalization of the Downtown Core of Dawson City by provide economic incentives for redevelopment. The program has the two goals; maintaining heritage resources and encouraging investment within the Downtown Core without triggering increased taxation. Under this program, property owners can apply for an exemption for the property tax increase due to redevelopment. For five years, property owners will pay property taxes based on the pre-development property assessment. This program will function as a grant, with the portion of property taxes associated with the improvement being returned to the property owner.

3. Waiving development cost charges and sewer and water hook-up fees.

Develop a policy to waive the development cost charges and sewer and water hook-up fees for new development in the Downtown Core. This will help to make new development projects more feasible.

Increasing the residential population Downtown has the following potential benefits:

- Increasing pedestrian traffic throughout the day and year, making Downtown safer
- Encouraging better upkeep and maintenance of Downtown lots
 - Increasing potential customers for local businesses
 - New residential development can be a catalyst for other private development
 - People living close to where they work can lead to less car dependence

PARKING REQUIREMENTS

4. Reduce parking requirements.

In the Commercial Core zone, waive all parking requirements for new development and changes of use, except for new residential development and hotels.

In Dawson, most of the existing retail businesses and restaurants operate without designated off-street parking. The parking requirements for changes of use and new infill buildings have not been consistently enforced in recent years. Although parking demand goes up significantly in the summer months, there is still a good supply of on-street parking within a couple of blocks of any specific downtown location.

It is recommended that all requirements for parking in the Downtown, except for hotel, motel, and residential uses be removed for the Commercial Core zone. Hotel and residential uses should provide some off-street parking so that people are not parking on the streets overnight and there is access to electrical outlets.

Many municipalities require less than one parking space per unit for downtown apartments because some downtown residents do not own cars. According to the Klondike Development Organization, only 70% of those surveyed who would want to live in a downtown apartment own cars.

	Current Requirement	Proposed Requirement
Townhouses or Apartments	<i>1 per dwelling units</i>	<i>For developments with 5 units or less, provide one space per unit. For developments with 6 or more units provide .65 spaces per unit. Round up when necessary.</i>
Hotel/Hostel	<i>1 per every 4 guestrooms with a bus stall</i>	<i>1 per every 6 guestrooms with a bus stall.</i>
	<i>1 per every 2 guestrooms without a bus stall</i>	<i>1 per every 4 guestrooms without a bus stall.</i>
Motel	<i>1 per guestroom</i>	<i>1 per every 2 guestrooms.</i>
Commercial, Office and Institutional	<i>Various requirements</i>	<i>No parking required.</i>

Downtown Parking Case Studies

St. Johns and Moncton, as well as several other small and mid-sized Canadian cities, have no parking requirements for new development or changes of use in their core downtown areas. In both cases, the exemption was put in place to stimulate development and to protect heritage buildings. Generally, requiring parking for changes of use discourages the re-use of heritage buildings and can even result in the destruction of heritage structures.

Having no minimum parking standards has advantages and disadvantages.

The main advantage is that small developments can be carried out on infill sites in a manner that is consistent with the historic nature of the area while also promoting reduced dependence on car travel. Also, downtown infill lots are small, and requiring off-street parking can reduce the space available for development and can increase construction costs.

The disadvantage is that development constructed without parking can place additional demand on the existing parking spaces (often on-street). If lots of development takes place, the City may be forced to construct additional parking (either in surface lots or in parking structures) and this can be difficult and expensive.

3.4 Working Together

Local residents, business owners, and all levels of government have a stake in improving the business climate in the Downtown. By working together, these organizations can accomplish much more than if working alone. Also, an individual, group of businesses, government, or non-profit group that takes action on Downtown issues can work to inspire others to action.

Goal: Continue to build on the spirit of cooperation and collaboration to improve the Downtown business climate.

Current Conditions:

- The Dawson City Chamber of Commerce works to raise the profile of the local business environment, advocates on behalf of members, and creates education, networking and marketing opportunities.
- Klondike Visitor Association (KVA) does tourism marketing, advertising and branding for Dawson City, organizes community events, and supports local community groups who organize events. The KVA is funded through proceeds from Diamond Tooth Gertie's Gambling Hall.
- The City of Dawson maintains local streets, boardwalks, and other infrastructure, enforces bylaws and provides a list of local businesses.
- Yukon Government Tourism Department staffs the Visitor Information Centre.
- Parks Canada maintains and manages many local heritage buildings, and runs tours for visitors.
- Tr'ondëk Hwëch'in manages their cultural centre and runs a variety of heritage programs.

COORDINATED MARKETING

1. Coordinate marketing and branding efforts.

The various groups and organizations involved with marketing Dawson City should meet at least once a year to discuss the year's success, upcoming events, marketing strategies, and potential areas for

collaboration. Groups to include are the Klondike Visitors Association, Yukon Government Tourism Department, City of Dawson, Parks Canada, Chamber of Commerce, Tr'ondëk Hwëch'in, and KIAC.

2. Become a UNESCO World Heritage Site.

Being designated as a UNESCO World Heritage Site would give Dawson a new level of focus and a series of common goals in terms of marketing Dawson to potential visitors. Continue working towards this goal. Good ongoing management of the community's heritage resources will be key to support the designation process.

3. Host special Downtown events.

Periodically host special events that draw people downtown. This could be special evenings where stores are open late, gallery walks, tree lighting events, coordinated sales, or any other kind of fun event that will bring shoppers in to Downtown businesses.

When other community events are held (for example Canada Day and Discovery Day) try to group events in one location. Also, consider how events can provide the most positive impact on local businesses.



Bank of Commerce Building

COORDINATE VOLUNTEERS

4. Form a business owners group.

Most successful downtown revitalization plans have the support of a group of local business owners. Local business owners are invested in the Downtown, understand the conditions, and are impacted by policies and develops in the downtown core. The Ladysmith Downtown Business Association and the Whitehorse Main Street Society are good examples of groups of business owners working together to promote and enhances their downtowns.

It is recommended that a group of Downtown Dawson business owners be formed to work together to coordinate special events, implementing this Plan, and advocating for Downtown improvements. This business owners group could be a sub-committee of the Dawson City Chamber of Commerce, or could be a separate group. Operating under the Chamber may allow the group to save time on administration. A separate group would operate more independantly and may be preferable to business owners.

5. Adopt a heritage building.

Each year, choose a Downtown heritage building or property that is in need of repair, stabilization, painting, or clean-up. Coordinate volunteers to get together on a specific day for a work bee. In fall of 2013, a similar work day was held at the Bank of Commerce and was very successful.

AWARD PROGRAM

6. Annual award program.

Develop programs to encourage and recognize the

IMPLEMENT TOGETHER

contribution of businesses to revitalization. Give an annual award of a banner to a business or organization making the biggest contribution to Downtown Revitalization. Consider using different categories such as best façade improvement, best maintenance, or best new business. The award program could be run by the City and the Dawson City Chamber of Commerce.

7. Set up implementation team

An implementation team should be identified to work on implementing the recommendations set out in this Plan. This team should include representation from the City, the First Nation, the Chamber of Commerce, and the Klondike Development Organization.

Team members should set up a draft schedule and then meet several times a year to discuss priorities, report on successes, and share resources. The City staff person on this committee should be responsible for reporting twice a year to City Council on the implementation of the Downtown Revitalization Plan.



Volunteer Day - Bank of Commerce Building

3.5 Downtown Investment

In Dawson City, as in most communities, there is little public or government funding to construct new buildings, facilities, and infrastructure. It is also often difficult to secure the funds needed to provide the ongoing maintenance of existing assets. It is important to focus new government investment on projects that will have the greatest benefit in terms of increased population, fees, and taxes. Government investments in public infrastructure can encourage property owners to re-invest in their properties and can draw additional visitors and customers making an area more attractive and businesses more viable.

Goal: Leverage limited resources for new Downtown infrastructure to greatest effect.

Current Conditions:

- There is limited government funding for new infrastructure projects.
- The new riverfront park is a community asset; people use the trail and greenspace as well as the gazebo and market shelter are being well used.
- The only public washrooms are at the Visitor Information Centre, more are needed.

CITY BUDGET

1. Consolidate Downtown budget expenditures.

Add a heading called “downtown development and maintenance” in the City budget to consolidate funding and better consider the value and effect. The proposed increase in property tax on vacant lots should be funneled into this account to be used to fund items identified in this plan. Even a small amount of annual funding would go a long way in funding banners and furniture.

NEW INVESTMENT

2. Define details for public washroom project.

For projects that have been identified as high priority (such as public bathrooms), identify the justification, potential location, and costs in order to be ready to respond to grant, funding and partnership opportunities. Look for an opportunity to include public bathrooms in another building project.

ANALYZE REVITALIZATION EFFORTS

3. Develop Downtown success indicators.

In order to evaluate how the investments in the Downtown are working, define a series of indicators and begin collecting the information on an annual basis. Good indicators for the Downtown could be number of residential units, property taxes, number of vacant lots, and/or number of business licences or operating businesses.

GOVERNMENT PROPERTIES

4. Government to lead by example.

Between the City of Dawson, Yukon Government and Parks Canada, there are many Downtown properties that are publicly owned. Governments should be investing in their properties to show their commitment to Downtown Dawson. Example project would be improvements to the parking lot at Gertie's and the Palace Grand.

4. Financial Incentives

The goal of the financial incentives is to encourage developers and property owners to invest in Downtown renewal projects. For Dawson, it is hoped that these incentives will encourage new market- and non-market housing, commercial and mixed use development, and facade improvements on heritage buildings.

It is not expected that these incentives themselves will result in new projects, but that together they will help make a project possible.

In Downtown Dawson, there are several blocks with several

vacant lots. Many of these are along Second and Third Avenues and often, there are several vacant lots in a row all under the same ownership. Vacant lots where development would have the biggest impact are identified in Figure 4.

This section provides details about each of the proposed incentives. The table below provides an overview of the recommended financial incentives.

Incentive	Cost	Ease of Implementation	Potential Impacts	Examples of Successful Implementation	Documents Needed
Short Term Incentives					
Revitalization Tax Exemption	Medium	More Difficult	High	Ladysmith, BC Salmon Arm, BC Cranbrook, BC Whitehorse, YT	New Bylaw Program Description
Raise Minimum Tax Rate	No cost	More Difficult	Medium	Watson Lake	Change to Existing Bylaw
Medium Term Incentives					
Facade Improvement Grant	High	Easy	Medium	Duncan, BC Courtnay, BC Red Deer, AB	Application Form Program Description
Waiving Development Cost Charges	Low	Easy	Low	Sooke, BC Ladysmith, BC	Change to Existing Bylaw
Cost Explanation Low = Less than \$2000 per year Medium = \$2,000 to \$5,000 High = More than \$5,000					

Revitalization Tax Exemption

Purpose

The purpose of the Downtown Revitalization Tax Exemption program is to encourage revitalization of the Downtown Core of Dawson City by providing a tax break to property owners who construct or restore buildings.

The Program has two goals; to encourage redevelopment of existing properties so they do not fall into disrepair and to encourage new development on vacant lots in the Downtown. For five years after an eligible project is completed, property owners will continue to pay property taxes based on the pre-development property assessment. This tax break will come in the form of a grant to the property owner after the property taxes have been paid in full.

Eligibility

- Property must be within the Downtown Core (the area bounded by Front Street, Fifth Avenue, York Street, and Church Street).
- Only property owners can apply.
- Projects must be either:
 - A. Upgrades to an existing building with a construction value of at least \$50,000 based on building permit value; or
 - B. New development with a construction value of at least \$200,000 based on building permit value.
- Projects must meet the requirements of the Zoning Bylaws and the Heritage Management Plan.

Term

- The exemption lasts for five years.

Cost to City

Cost to the City is the lost tax revenue for the duration of the exemption.

As an example, the City of Ladysmith implemented a similar program four years ago. Since then, four properties have participated in the program with a total exemption of \$11,700 in 2012. This is approximately \$3,000 per property per year.

Examples

Ladysmith = Construction value at least \$15,000, 10 years
Salmon Arm = Construction value at least \$75,000, 5 years
Cranbrook = Façade improvement minimum \$10,000, construction minimum \$50,000, 5 years

Implementation

The tax incentive would actually be a grant, as the City is not allowed to waive taxes. The annual grant will be refunded to the property owners once the taxes have been paid in full. If a property owner is in arrears on their property taxes, they will no longer be eligible for the grant.

The following documents would need to be developed:

- Incentive policy
- Program description and flyer
- Application form

Raise the Tax Rate for Vacant Lots

Purpose

Currently minimum tax rates for vacant properties are very low in Dawson City. One way to encourage property owners with vacant property to sell or develop on their lots, is to raise the tax rate charged on these lots.

Explanation

Currently, property owners with a vacant lot pay \$550 for a residential lot and \$750 for a commercial lot. The tax rate is 1.56% for residential properties and 1.8% for commercial properties. There are two options for raising the amount of properties taxes that property owners pay on vacant lots. One is to raise the minimum tax rate and the second is to add a tax rate specifically for vacant lots. We are recommending the creation of a specific tax rate just for vacant lots.

Current total property taxes paid on vacant lots Downtown is \$20,250. If the tax rate for vacant lots in the Downtown was set at 3.6% would raise this to \$32,355.

Applicability

This new tax rate would apply to all vacant lots (meaning lots with no improvements) in the Downtown core (the area bounded by Front Street, Fifth Avenue, York Street, and Church Street).

Term

Establish immediately and then ongoing.

Cost to City

This incentive would result in increased property tax revenue for the City.

Examples

- Watson Lake has a minimum tax rate of \$500, but has raised the mill rate for vacant lots to 3.46%. The tax rate for commercial properties with improvements is 1.6%.

Implementation

The City is allowed to set various taxation rates for different land classes under section 55 (3) (c) of the Yukon Assessment and Tax Act.

Update the Taxation Bylaw to:

- Add a definition for Vacant Property
- Add a clause to set a new tax rate for vacant lots

Façade Improvement Grant

Purpose

The purpose of this program is to provide matching grants to property and business owners to renovate, restore, or redesign building façades and storefronts located in the Downtown core. This program will encourage owners of buildings to invest in upgrades that create a more interesting and appealing environment – attracting customers, clients, visitors and businesses to the Downtown. The program will also help to keep Dawson's heritage resources in good repair.

Explanation

This grant would offset construction costs for projects that improve or restore the visual appearance of the exterior façade, windows, doors and signs, and/or carry out the structural and weather proofing required to maintain the building's integrity. This will be a matching grant, with the City funding up to 50% of costs to a maximum of \$5,000 per lot.

Façade improvement grant programs cover the following items:

- Structural replacement and repair for exterior façade;
- Repair/replacement of windows, doors, storefronts, awnings, canopies, cornices, eaves, parapets and other architectural features;
- Signs;
- Installation or repair of exterior lighting;
- Cleaning/painting of facades visible from adjacent streets and public walkways;
- Entrance modifications, including the installation of ramps for accessibility purposes;
- Restoration of historic features;
- Design and engineering services integral to the work planned;
- Repair of facades visible from adjacent streets and public walkways;
- Exterior fire safety upgrades to code;
- Water/flood/weather proofing; and
- Structural repairs to walls, floors and foundations.

Eligibility

Matching grants would be available to all property owners within the Downtown core (the area bounded by Front Street, Fifth Avenue, York Street, and Church Street).

Duration

Only available once for each property/building.

Cost to City

Grant amounts would be \$5,000 per property for the City contribution. An annual budget would be set and then applications would be approved until the budget is spent.

Examples

Duncan = Maximum grant \$1,000
Courtenay = Maximum \$5,000 (Run by the Downtown Business Association)
Surrey = Maximum \$3,000
Red Deer = Maximum grant \$5,000, \$10,000 for corner buildings with two street facing facades (Run by the Downtown Business Association)

Implementation

The City would have a set annual budget for façade improvement grants and would have an annual application deadline. Each application would be evaluated and worthy projects would be funded. Projects that met the zoning and heritage guidelines and will have the biggest visual impact on the Downtown should be selected.

The following documents would need to be developed:

- Façade Improvement Incentive policy
- Program description and flyer
- Application form

Waiving Development Cost Charges and Sewer and Water Hook-Up Fees

Purpose

This incentive would waive the development cost charges (DCC's) and sewer and water hook-up fees for new development in the Downtown Core. This will help to make new development projects more feasible.

Eligibility

- To be eligible, property must be within the Downtown Core (the area bounded by Front Street, Fifth Avenue, York Street, and Church Street).
- All development cost charges and sewer and water hook-up fees will be waived for new development projects.
- Can only be applied once for each property.

Duration

One time incentive.

Cost to City

Currently, DCC's for commercial or multi-family development is \$250 per application plus \$0.25 per square foot. Example: The proposed Klondike Development Organization apartment building was estimated at 11,000 square feet, DCC's would be \$3,000. The City collects between \$7,000 and \$9,000 annually in Development Cost Charges, rezoning applications and subdivision applications.

The City charges sewer and water hook up fees for multi-family and commercial properties at a rate of \$400 per outlet (toilet, sink, shower, dishwasher). This would work out to \$2,000 per unit for an average apartment. For a 16 units building, the sewer and water hook-up fees would be approximately \$32,000.

Examples

- Sooke BC reduces the DCC by 30%, 50% or 100% depending on the type of development.
- Ladysmith BC waives all development cost charges for residential and commercial development in the core downtown area.

Implementation

The following documents would need to be developed:

- Bylaw
- Program description and flyer
- Application form

5. Implementation

Implementation Team

As suggested in Section 3.4, an implementation team should be identified to work on implementing the recommendations set out in this Plan.

This team should include representation from:

- City of Dawson
- Tr'ondëk Hwëch'in
- Chamber of Commerce
- Klondike Development Organization.

Team members should set up a draft schedule and then meet several times a year to discuss priorities, report on successes, and share resources.

A report should be made twice a year to City Council on progress that has been made by the implementation team.

Planning Priorities

The following table summarizes the Downtown revitalization strategies divided into short, medium, and long term priorities. For each strategy, the party or parties who will be responsible for implementation is suggested.

Short term 1 to 2 Years		
Strategy	Theme	Who
Community banner program	Access	City, KVA, Business Owners
Establish and maintain boardwalk standards	Access	City
Encourage vehicle access to buildings and parking lots via alleys	Access	City
Adopt a higher standard of maintenance and upkeep in the Downtown	Image	City, YG, Parks Canada, Property Owners
Establish a City of Dawson palette	Image	City
Work to consistently enforce the Heritage Bylaw	Image	City and Heritage Advisory Committee
Animate the Downtown	Image	KDO, Property Owners, Community Members
Adopt a heritage building	Working Together	Residents, Business Owners, Governments
Host special Downtown events	Working Together	Business owners, Chamber of Commerce
Set up an implementation team	Working Together	City, KDO, Chamber of Commerce, TH
Reduce parking requirements	Residential	City
Raise minimum tax rate for vacant lots	Residential	City
Provide tax exemption incentive for development	Residential	City
Consolidate Downtown budget expenditures	Investment	City
Define details for public washroom project	Investment	City
Develop indicators of Downtown success	Investment	City
Medium term 3 to 5 Years		
Strategy	Theme	Who
Announce arrival in downtown using gateway features	Access	City, Chamber of Commerce, KVA
Provide maps and directional signs pointing to businesses and attractions	Access	City, Chamber of Commerce, KVA, Business Owners
Make the capital improvements necessary to improve the level of service and standards for the boardwalks	Access	City
Make crosswalks safer	Access	City
Connect the riverfront, Downtown and Ninth Avenue Trail	Access	City, KATTS
Improve edges of parking lots	Image	City, Parks Canada, Property Owners
Develop winter city qualities	Image	City, Yukon Energy, Property Owners
Design and construct benches, bike racks, planter boxes	Image	City
Provide incentives for heritage improvements	Image	City
Coordinate marketing and branding	Working together	KVA, City, Parks Canada, YG, Chamber of Commerce, TH
Become a UNESCO world heritage site	Working together	World Heritage Site Committee, TH, City, Parks Canada
Form a Downtown business association	Working together	Business Owners
Annual award program	Working together	Chamber of Commerce, City, Business Owners
Government to lead by example	Investment	City, Yukon Government, Parks Canada
Long term 6 to 10 Years		
Strategy	Theme	Who
Widen boardwalks on core commercial blocks	Access	City, Property Owners
Identify a Downtown facility for RV parking	Access	City, KVA, YG Tourism
Build Downtown washrooms	Investment	City, YG

5.2 Cost Estimates

CLASS 'C' COST ESTIMATE
City of Dawson Downtown Revitalization Plan
ORDER OF MAGNITUDE - CAPITAL COSTING

	DESCRIPTION	UNIT	EST. QTY.	UNIT PRICE	TOTAL
1					
	1.8m width	linear metre	1120	\$ 180.00	\$ 201,600
	2.4m width	linear metre	260	\$ 240.00	\$ 62,400
	<i>Item Subtotal</i>				\$ 264,000
2					
	2.4m width	linear metre	310	\$ 240.00	\$ 74,400
	3.0m width	linear metre	620	\$ 300.00	\$ 186,000
	3.6m width	linear metre	310	\$ 360.00	\$ 111,600
	<i>Item Subtotal</i>				\$ 372,000
3					
	benches (4 per commercial avenue block and park)	each	36	\$ 2,000.00	\$ 72,000
	bike racks (2 per commercial avenue block & park)	each	20	\$ 1,200.00	\$ 24,000
	trash receptacles (3 per commercial avenue block & park)	each	28	\$ 1,750.00	\$ 49,000
	bollards (3 per commercial avenue block)	each	24	\$ 1,800.00	\$ 43,200
	planter boxes (6 per commercial avenue block)	each	48	\$ 1,600.00	\$ 76,800
	<i>Item Subtotal</i>				\$ 265,000
4					
	planters	linear meter	300	\$ 400.00	\$ 120,000
	<i>Item Subtotal</i>				\$ 120,000
5					
	Directional sign posts (2 per downtown intersection)	each	38	\$ 800.00	\$ 30,400
	Gateway features (4 entrance corners of downtown)	each	4	\$ 2,200.00	\$ 8,800
	Map kiosks (1 per commercial avenue block)	each	6	\$ 6,500.00	\$ 39,000
	Banner poles (4 per commercial avenue block)	each	4	\$ 2,500.00	\$ 10,000
	Banner anchors - to existing buildings (1 per commercial avenue block)	each	4	\$ 1,350.00	\$ 5,400
	<i>Item Subtotal</i>				\$ 93,600
6					
	LED string lights across street (6 per downtown avenue block)	each	24	\$ 1,500.00	\$ 36,000
	LED heritage fixtures (replace existing cobra heads)	each	0	\$ 5,500.00	\$ -
	hydro distribution/connection/outlet (1 per fixture)	each	24	\$ 1,000.00	\$ 24,000
	hydro transformer kiosk (1 per commercial avenue block & park)	each	6	\$ 7,500.00	\$ 45,000
	<i>Item Subtotal</i>				\$ 105,000
7					
	Public washroom building (prefab tilt-up structure with san. connection)	each	1	\$ 170,000.00	\$ 170,000
	<i>Item Subtotal</i>				\$ 170,000

6. Case Studies

Smithers, BC
Population: 5,600

Description: Smithers is located in the Bulkley Valley of Northwest BC, approximately half way between the cities of Prince Rupert and Prince George. It is a railway town that was founded in 1913. Smithers is set against the backdrop of Hudson Bay Mountain, and residents value the mountain culture and year round recreational pursuits. Currently, Smithers has a thriving Main Street with many historic buildings and an alpine theme.

Downtown Planning Efforts: In 2008, Planning for a Vibrant Downtown Smithers was completed. The regional economy was slow through the 1990's and this planning effort was identified as a need in the community's OCP. A 3-day intense design workshop (called a charrette) was held to engage citizens in the planning process. The Plan includes recommendations about parking management, form and character, gateways and circulation and enhancing greenspaces.

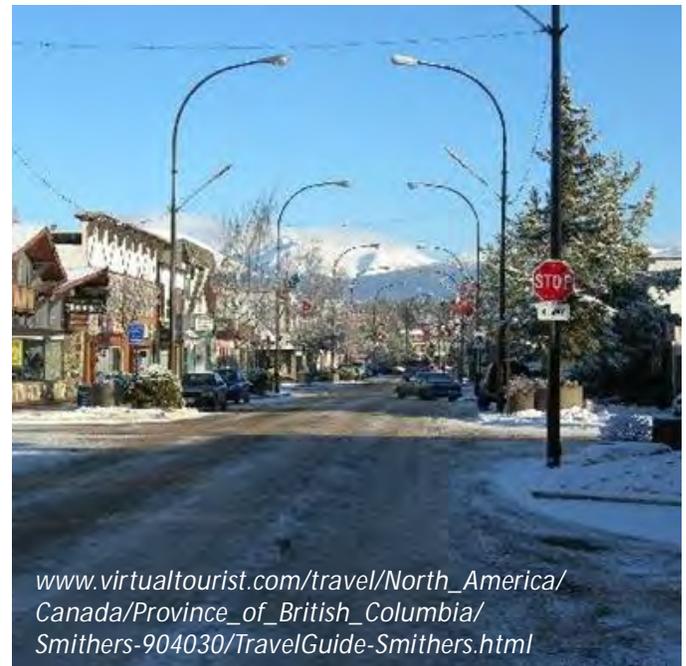
Planning Outcomes: Based on the Plan, the City has made a series of infrastructure improvements including

buying a lot and creating a small downtown park, adding bike parking and bike lanes, and completing some small scale landscaping projects at the entrance to Downtown.

Incentive Programs: The only incentive that Smithers has currently is a façade grant program. This program has a budget of \$20,000 that was funded through a regional economic organization. Property owners can apply for funding to make improvements to the outside of their buildings.

Other Initiatives: Property owners have got together and decided to remain open until 8 pm every Friday. Having the majority of business are open late on the same day has been successful. The City is also currently working on add zoning flexibility in the downtown to add more allowable uses (including residential on the ground floor in some areas). In addition, they are working to add shared parking to the zoning bylaw, meaning that for example a mixed use building and movie theatre can share off street parking.

Link: www.smithers.ca/uploads/Final_Charrette_Report-2.pdf



Terrace Population: 11,000

Description: Terrace is located in the Skeena River Valley, approximately 60 km inland from Prince Rupert. It is regional center and acts as a hub for regional highway, rail and air transportation and has many of the region's retail, medical and government services. Terrace has a growing population, and relatively affordable housing.

Downtown Planning Efforts: In 2003 a Walmart and new Canadian Tire opened on the outskirts of town. Although this was initially seen as a threat to the downtown, but the overall feeling now is that these news stores have helped Terrace become the regional hub which has helped downtown businesses. In 2006, the City began work on a Downtown Plan. This Plan provided guidance on streetscape enhancement, gateway features, improvements to public spaces, and the creation of a downtown Business Improvement District.

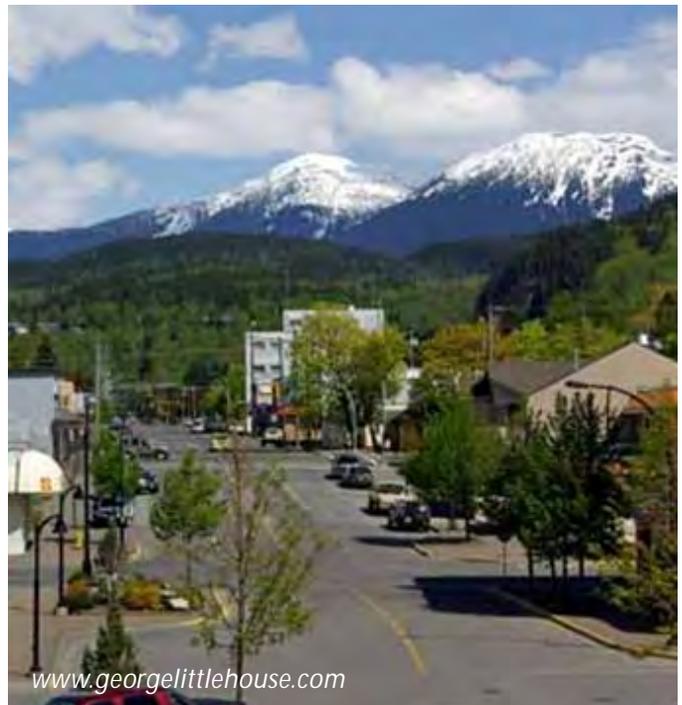
Planning Outcomes: The major public improvement has been the creation of a Downtown event park. This was built on an unused bought that was acquired by the City and is very popular. Very limited streetscape

improvements have been completed because of a lack of funding. A series of Downtown incentives were also put in place as a result of this planning effort.

Incentive Programs: There is a Downtown Revitalization Tax Exemption that is available for both new buildings and renovation with a budget of over \$50,000. Property owners pay their pre-improvement property tax rate for 10 years. About 10 property owners have taken advantage of this incentive to date. It has worked very well for the development of new buildings, with some property owners saving up to \$20,000 per year. The renovations project have not fared as well, because due to decreases in property values, the property assessment did not increase after the improvement were completed meaning that taxes remained the same.

Other Initiatives: There is also a Business Improvement Area which levies a tax on each downtown property to a total of \$60,000 per year. This money is managed by a non-profit society and is used to hire a staff person and completed downtown improvement projects.

Link: www.terrace.ca/documents/maps-ocp-zoning/OCP-Appendix-G-Downtown-Plan.pdf



Ladysmith, British Columbia Population: 8,000

Description: Ladysmith is on the eastern shore of Vancouver Island that is 88 km north of Victoria and 23 km south of Nanaimo. For thousands of years the Stz'uminus First Nation have used the Ladysmith Harbour as a fish camp. In the early decades of the 20th century coal mining was the most important industry in the area. After the mines closed in the 1930's, logging and lumbering milling have played an important role in economic development. Over the last half century, the Town's population has doubled and recent projects such as downtown revitalization, the installation of heritage artifact displays and the Town's emphasis on sustainability have been popular with community members. Ladysmith's downtown has many restored heritage buildings and the community values its heritage resources.

Downtown Planning Efforts: There is no specific Downtown Plan in place however the OCP provides support for Downtown revitalization.

Incentive Programs: There are currently three incentive programs. The Development Cost charges are waived for new development in the downtown. There are also

Revitalization Tax Exemptions for improvements to existing commercial and mixed use buildings with a construction value of over \$15,000. The property tax stays at the pre-improvement rate for 10 years. To date, four properties have taken advantage of this incentive, with an average tax savings of between \$1,750 and \$3,000 annually. A new incentive has recently been added for new buildings and renovations worth over \$200,000 in any area of town. This is available for commercial and industrial buildings and is for a maximum of 5 years.

Other Initiatives: The Ladysmith Downtown Business Association is a non-profit organization that has approximately 70 members. The Association's activities are focused on helping businesses develop and thrive in Downtown Ladysmith. Membership is 100\$ a year and the Association hosts a website with a business directory, holds business seminars on a range of topics, organizes annual downtown events and collaborates with the City and Chamber of Commerce on a variety of projects.

Link: www.ladysmith.ca/docs/bylaws/official-community-plan.pdf



Duncan, British Columbia Population: 5,000

Description: Duncan is in the Cowichan Valley, about half-way between Victoria and Nanaimo on Vancouver Island. Duncan has a large First Nations population and there are over 80 totem pole spread throughout the town given it the nickname “City of Totems”. In the early 1900’s, Duncan’s Chinatown was the social centre for the Cowichan Valley’s Chinese population. Chinatown was concentrated in a single block in the southwestern corner of Duncan. At its largest point, Duncan’s Chinatown included six Chinese families and 30 merchants who supplied goods and services to the loggers, millworkers, cannery and mine workers in the area. Currently, the Downtown features a number of heritage and vintage buildings, and a large array of small businesses.

Downtown Planning Efforts: The Downtown Revitalization and Gateways Strategy was completed in 2004. This plan sets out prioritized streetscape improvement programs for downtown streets, recommendations about moving totems into the downtown core, and suggestions to set up a façade program. As a result of this Plan, a Downtown park and civic square was built and a number of streetscape improvements were completed.

Incentive Programs: The Duncan Business Improvement Area runs a façade improvement program. The program

provides grants of up to \$2,000 to property and business owners to renovate, restore or redesign retail and commercial building facades and storefronts located in Downtown Duncan. Between 8 and 12 grants are given out per year. The City of Duncan is in the process of researching a Revitalization Tax Exemption.

Other Initiatives: The Duncan Business Improvement Area (DBIA) levies a tax on Downtown property owners and has an annual budget of \$175,000. The DBIA has a full time staff person and is managed by a non-profit society. The DBIA runs a number of annual events, hosts a website, allocates the façade improvement grants, and is involved in a number of beautification programs include graffiti removal, banners and flower boxes. The DBIA advocates on behalf of the downtown business owners when issues like parking, traffic patterns and other Downtown development. The tax is levied based on square footage, with property owners paying approximately \$350 per \$100,000 of assessed value.

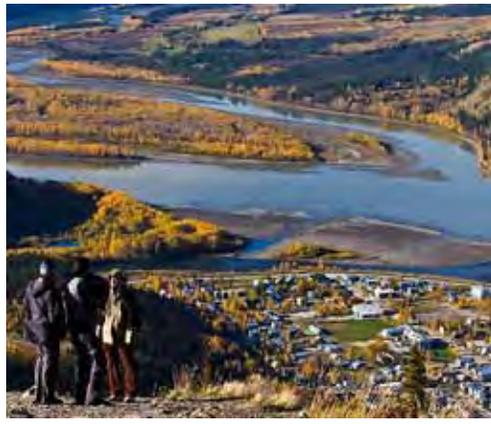
Parking: In the Downtown all development is exempt from the parking requirements set out in the zoning. The City owns two free surface parking lots that are on the outskirts of downtown.

Link: www.duncan.ca/pdf/Final%20Revitalization%20Strategy.pdf



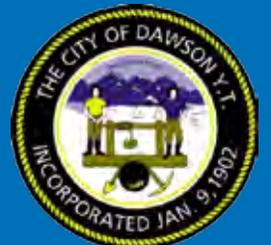
RIVERWEST BISTRO
RESTAURANT
& COFFEE BAR





Official Community Plan

Bylaw No. 12-23, 2012



City of Dawson
Bylaw No. 12-23, 2012

A Bylaw to adopt the Official Community Plan

WHEREAS the Council of the City of Dawson wishes to repeal its current Official Community Plan, as amended, and wishes to adopt a new Official Community Plan, pursuant to the *Municipal Act* (RSY 2002 c.154).

NOW THEREFORE the Council of the City of Dawson, in open meeting assembled, hereby enacts as follows:

1. This Bylaw shall be cited as “The City of Dawson Official Community Plan Bylaw No. 12-23, 2012”
2. The following schedules attached hereto are hereby made part of this Bylaw and adopted as The City of Dawson Official Community Plan:
 - (a) Schedule A (Official Community Plan Text);
 - (b) Schedule B (Land Use Map – Townsite); and
 - (c) Schedule C (Land Use Map – City Wide);
3. If any section, subsection, sentence, clause or phrase of this bylaw is for any reason held to be invalid by the decision of any court of competent jurisdiction, the invalid portion shall be reversed and the decision that is invalid shall not affect the validity of the remainder.
4. The City of Dawson Official Community Plan Bylaw No. 90-25, and all amendments thereto, are hereby repealed.

FIRST READING:	July 25, 2012
PUBLIC NOTICE:	August 9, 2012 August 13, 2012
PUBLIC HEARING:	September 10, 2012
SECOND READING:	September 12, 2012
EXECUTIVE COUNCIL MEMBER APPROVAL	October 16, 2012
THIRD READING and ADOPTION:	October 17, 2012

Originals Signed by:
Peter Jenkins, Mayor

Jeff Renaud, CAO

SCHEDULE A

Official Community Plan Text

This is Schedule A of the
City of Dawson Official Community Plan
Bylaw No. 12-23, 2012.

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OFFICIAL COMMUNITY PLAN



1.0 INTRODUCTION

This Official Community Plan (OCP) bylaw is the main policy document for the City of Dawson. It outlines the goals and policies that are used to guide decision making on planning and land use management.

1.1 Purpose of the Official Community Plan

In compliance with Section 279 of the *Municipal Act* all future planning and land use decisions made by Council shall be consistent with the goals and policies outlined in this OCP. In the event of changing circumstances including, but not limited to: population growth, housing demand and public interest, Council shall revise the policies and/or land use designations established in this OCP by an amending bylaw in accordance with the *Municipal Act*.

Yukon Government Review Process

The Yukon Government is involved in the OCP process and reviews each OCP to ensure that the bylaw meets minimum statutory requirements for content, was prepared and passed by correct procedure including public hearing and does not conflict with the *Municipal Act* or any other Act.



In addition to guiding Council's decisions, this OCP also sets the stage for other municipal planning documents and development processes, such as bylaws relating to zoning or subdivision and development.

This OCP is a planning document setting out broad land use policies. Regulations concerning densities, setbacks, landscaping, parking and other development standards shall be established and implemented through zoning and other regulatory bylaws consistent with the OCP policies established herein.

Considerations

In addition to ensuring compliance with current legislation, this OCP:

Enables the community to identify Dawson's key characteristics that the community wants to preserve or enhance, as well as those it wants to see changed.

Provides an opportunity for the community to develop and communicate a shared vision for Dawson's future.

Provides Council and staff with direction and a framework for the implementation of other plans and policies community.

Provides land-use related information to developers, senior government and their agencies, industry, business, First Nations and others.

1.2 Community Vision

The policies of this OCP are based on the vision of *“After the Gold Rush: An Integrated Community Sustainability Plan”* agreed to by the City of Dawson and the Tr’ondëk Hwëch’in.

“Honouring the Past, Sharing the Present, Embracing the Future”



1.3 Guiding Principles

The following guiding principles shall provide the framework for the realization of the OCP's Vision, Goals and Policies.

Public Engagement

- Council shall inform and involve the community in a wide range of community issues, working collaboratively with the community towards the overall improvement of the community.

Innovative Local Solutions

- Knowledge and creativity shall be drawn on to develop innovative solutions for Dawson.

Simple and Implementable

- Implementation documents for the OCP shall be developed to be easily understood by the community.

Responsible Governance

- The municipality shall take a leading role on some initiatives, and where not feasible, take a facilitating, encouraging and/or enabling role.

Partnerships and Collaboration

- The municipality shall collaborate with Tr'ondëk Hwëch'in, senior levels of government, other municipalities, agencies, educational institutions, community organizations, and businesses, as required.

Triple Bottom Line

- Municipal initiatives shall be pursued to balance long-term social, economic and environmental benefits and costs to the community.

2.0 LAND USE

Long-term goal:

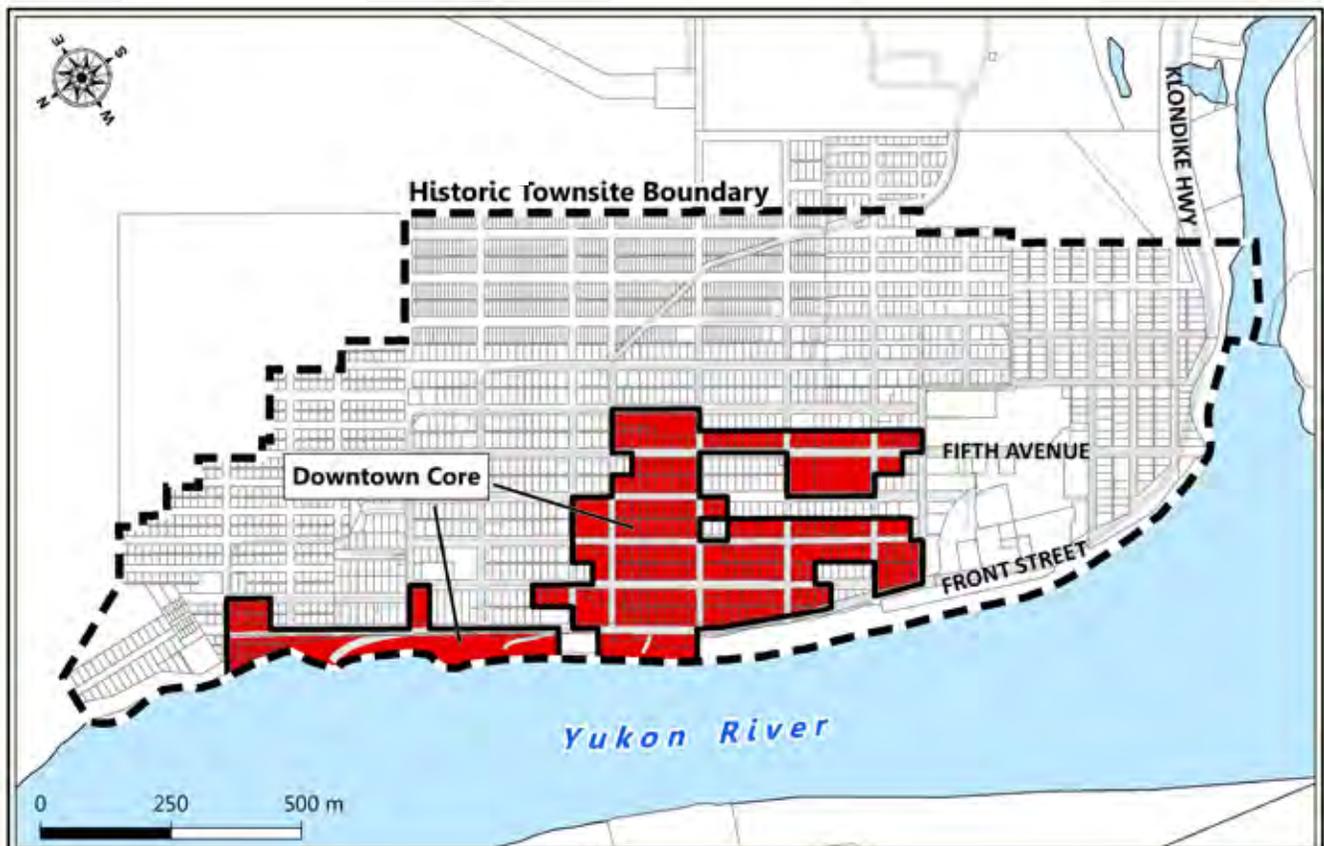
- Compact, efficient, compatible and sustainable land use.

Implementation approaches include:

- a. Identify and designate land areas for future servicing and development.
- b. Concentrate primary commercial and social services in the Historic Townsite.
- c. Limit multi-family residential developments to the Historic Townsite.
- d. Permit residential and commercial development to revitalize the Downtown Core.
- e. Identify and designate parks and natural spaces with access thereto.
- f. Direct industrial land use to the Klondike Valley.

Historic Townsite vs. Downtown Core

The map below defines the boundaries of the Historic Townsite. The Downtown Core refers to a specific land use designation located within the Historic Townsite. For more information on land use designations and the Downtown Core see Section 2.1.



2.1 Land Use Designations

The OCP is implemented through a series of land use designations, each of which is listed and described below and the location(s) for each land use designations are shown on Schedules B and C.

Country Residential

- Areas designated as “Country Residential” in Schedules B and C are to be used for low-density single-detached housing, which may be accompanied by secondary uses such as bed and breakfasts, home-based businesses and secondary suites subject to proper zoning. Lots in these areas are larger in size, and do not rely on being connected to the municipal water and sewer infrastructure.

Urban Residential

- Areas that are designated “Urban Residential” in Schedules B and C are to be used for predominantly low and medium density residential uses such as single detached dwellings and two family (duplex) dwellings. Lots in these areas are to be connected to the municipal water and sewer infrastructure.

Downtown Core

- Areas that are designated “Downtown Core” in Schedules B and C are to be used for a broad range of mixed uses. Intended uses include cultural and community services, financial, multi-family residential, offices, retail, restaurants and tourist accommodations. Compact, high density, mixed-use buildings which respect the existing character of the neighbourhood are encouraged (e.g. apartments and residential units behind and above retail stores).

Service Commercial

- Areas that are designated “Service Commercial” in Schedules B and C are to be used for commercial activities that provide service to local industry and/or highway tourism and service needs such as auto body shops, car washes, gas stations and motels.

Land Use Designations vs. Zones

Land use designations are found within an Official Community Plan (OCP) and identify the future direction of the municipality. A land use designation describes an area of land within which a specific set of policies applies. Land use designations may be prescriptive, in that they will identify what is permitted and how development may proceed, or permissive, in that they will describe the type of changes that the municipality will encourage over time.

Land use designations are implemented through more detailed zoning regulations in a Zoning Bylaw, which must conform to the policies in the OCP. Zoning bylaws communicate what is on the ground today, and should conform to the OCP policies.

Institutional

- Areas that are designated “Institutional” in Schedules B and C are to be used for activities such as cemeteries, community recreation facilities, hospitals, museums, places of worship, schools and utility infrastructure.

Industrial

- Areas that are designated “Industrial” in Schedules B and C are to be used for industrial activities including intensive resource extraction, manufacturing, storage, warehousing and industrial support services.

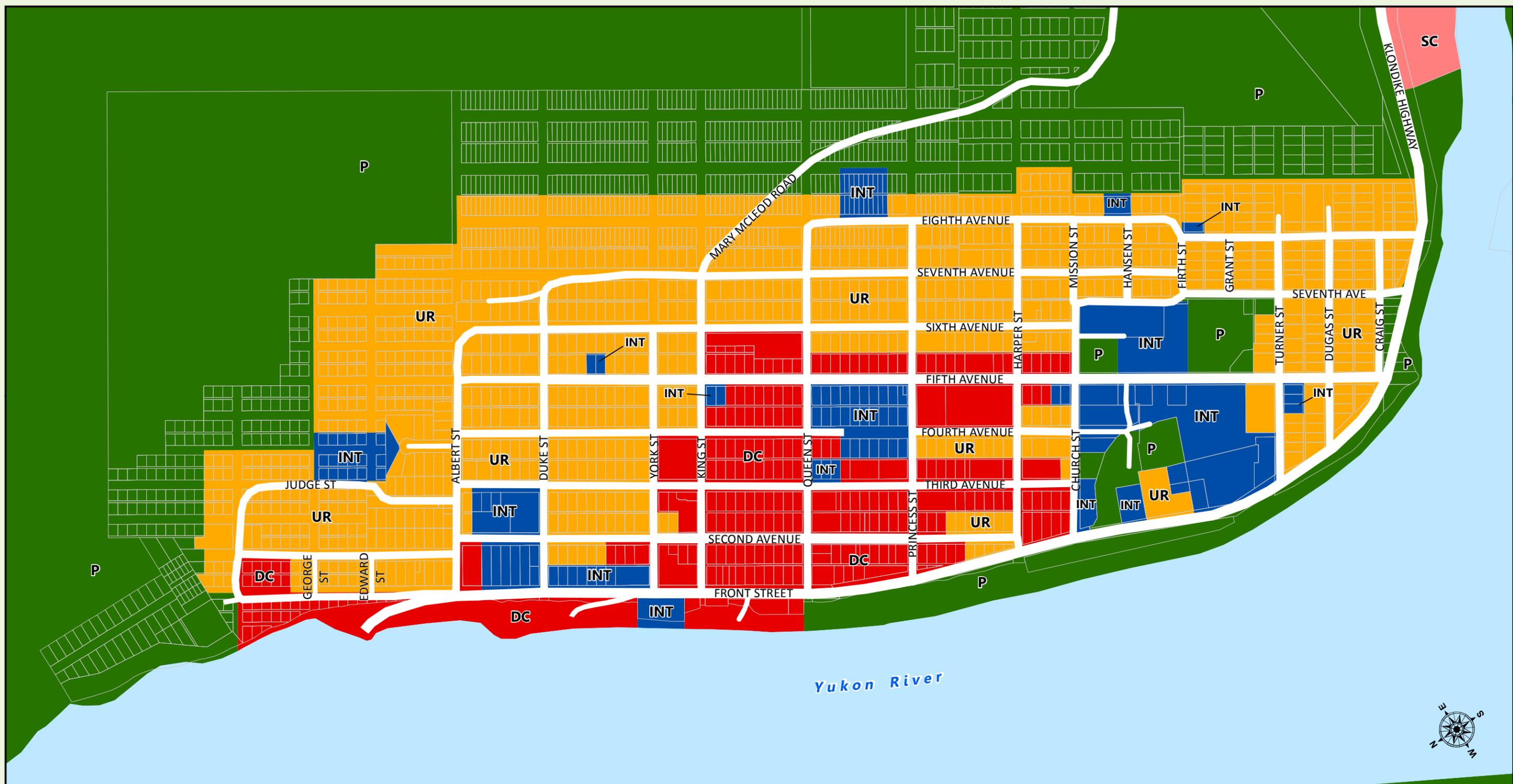
Agriculture

- Areas that are designated “Agriculture” in Schedules B and C are to be used – first and foremost – for the production of crops and/or livestock.

Parks and Natural Space

- Areas that are designated “Parks and Natural Space” in Schedules B and C are to be used exclusively for developed parks, playgrounds, trails and undeveloped green spaces. This includes community parks, greenbelts, nature parks, neighbourhood parks and trails.





**The Town of the City of Dawson
Official Community Plan**
Bylaw No. 12-23
Land Use Map (Historic Townsite)
Schedule C

- OCP Land Use Designations**
- CR - Country Residential
 - INT - Institutional
 - UR - Urban Residential
 - IND - Industrial
 - DC - Downtown Core
 - AG - Agriculture
 - SC - Service Commercial
 - P - Parks & Natural Space

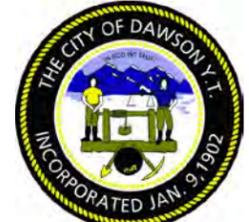
Schedule C, Bylaw No.12-23
As adopted _____

ORIGINAL SIGNED BY:

PETER JENKINS, MAYOR

JEFF RENAUD, CAO

Bylaw No.	Amendments	Date



Data sources:
OCP-City of Dawson
Lot boundaries-NRCan
13 Sep 2012



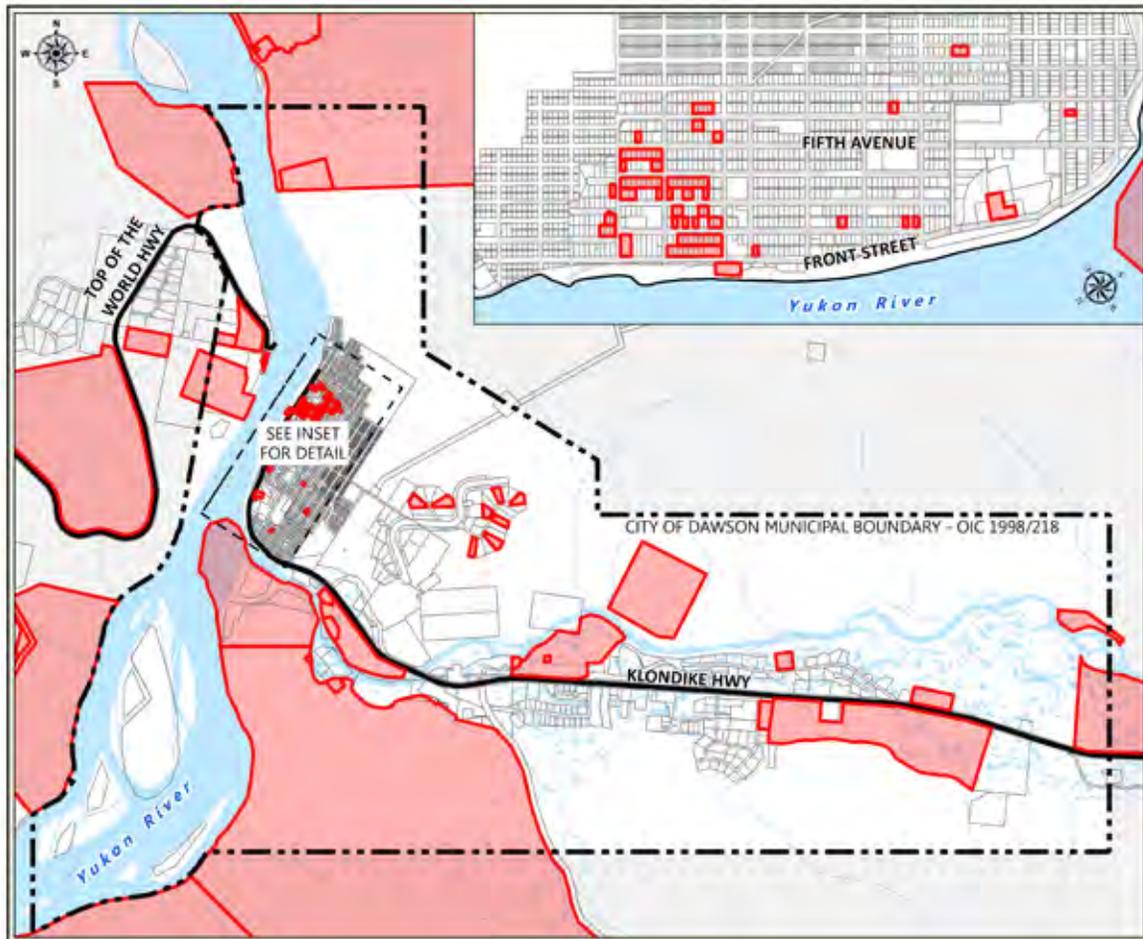
2.2 Land Use Guidelines

To advance the land use designations described in Section 2.1, the municipality's regulatory bylaws when updated, should consider the form, place character, use and density guidelines provided in the Figure below and provide more policy and regulatory guidance in response to local context and development opportunities. The location(s) for each land use designations are shown on Schedules B and C.

Designation	Built Form	Place Character Features	Uses
Country Residential	<ul style="list-style-type: none"> Single detached dwellings. 	<ul style="list-style-type: none"> Houses on larger rural lots with variable landscaping and private driveways. 	<ul style="list-style-type: none"> Ground-oriented residential uses limited to single detached dwellings. Home occupations. Secondary suites.
Urban Residential	<ul style="list-style-type: none"> Predominantly single detached dwellings and attached two family (duplex) dwellings. 	<ul style="list-style-type: none"> Houses with front and rear yards, with variable setbacks, oriented to face the street. On street parking and individual driveways. 	<ul style="list-style-type: none"> Ground-oriented residential uses including accessory dwellings such as garden suites, attached secondary suites, attached two family (duplex) dwellings and single detached dwellings. Home occupations.
Downtown Core	<ul style="list-style-type: none"> Multi-unit buildings including apartments, free standing commercial and mixed-use (residential/commercial) buildings and row-houses. 	<ul style="list-style-type: none"> Ground-oriented commercial and community services reinforce sidewalks. Building facades define the street wall. Parking at the rear or otherwise screened. 	<ul style="list-style-type: none"> A wide range of retail, commercial, office, hotel and other visitor accommodation, and multi-unit residential uses – including mixed-use (residential/commercial) live/work.
Service Commercial	<ul style="list-style-type: none"> Ground-oriented service commercial buildings. 	<ul style="list-style-type: none"> Service commercial uses large lots that are highly visible and accessible from the highway. 	<ul style="list-style-type: none"> Commercial activities that provide service to local industry and/or highway tourism and service needs such as auto body shops, gas stations, car washes and motels.
Institutional	<ul style="list-style-type: none"> Institutional buildings and structures sited in landscaped open space and/or formal grounds with variable heights. 	<ul style="list-style-type: none"> Variable with landmark buildings and structures deployed across the city as appropriate. 	<ul style="list-style-type: none"> Public uses including education, health care, recreation, culture, cemeteries and religious assembly.
Industrial	<ul style="list-style-type: none"> Industrial buildings and structures. 	<ul style="list-style-type: none"> Large lots with large structures including on-site circulation, storage, parking, and materials handling and processing. 	<ul style="list-style-type: none"> Intensive resource extraction, manufacturing, storage, warehousing and industrial support services. Accessory offices.
Agriculture	<ul style="list-style-type: none"> Buildings and structures accessory to the primary agriculture uses - i.e. barns, sheds and single detached dwellings. 	<ul style="list-style-type: none"> Rural farm land. 	<ul style="list-style-type: none"> Agriculture. Accessory residential uses.
Parks & Natural Space	<ul style="list-style-type: none"> Buildings and structures accessory to the primary park uses – i.e. garbage facilities, picnic shelters, signage and washroom facilities. 	<ul style="list-style-type: none"> Developed and undeveloped greenbelts, open spaces, parks and trails. 	<ul style="list-style-type: none"> Parks facilities, outdoor recreation and undeveloped open spaces.

2.3 Tr'ondëk Hwëch'in Lands

Tr'ondëk Hwëch'in settlement lands are located throughout the community – see areas in red on the map below:



Broad Goal:

- Collaborate with the Tr'ondëk Hwëch'in to ensure that land use plans are compatible.

Implementation approaches include:

- a. Consult the Tr'ondëk Hwëch'in on municipal land use planning initiatives that impact their settlement lands in accordance with the provisions of Section 25 of the Tr'ondëk Hwëch'in Self-Government Agreement.
- b. Strive to build an ongoing and collaborative working relationship with the Tr'ondëk Hwëch'in to address broader community land use and development issues.

3.0 COMMUNITY DEVELOPMENT

3.1 Municipal Finance

The primary responsibilities of the municipality are services to property and good government to its residents and taxpayers. Understanding the cost of these services, implementing sound financial policies and widening and deepening the economic base will help the community achieve its vision.

Long-term goal:

- Enhance the financial sustainability of the municipality over the long-term.

Implementation approaches include:

- a. Ensure that full costs and financial implications for all municipal projects and initiatives are taken into consideration when making decisions.
- b. Ensure the Yukon Government considers any operating, maintenance and replacement costs when a project is proposed for the municipality.
- c. Ensure that the cost of new infrastructure and services in the community are paid for by those who benefit from them.
- d. Consider establishing a “fee-for-service” approach for municipal services that are used by peripheral residents, businesses and industry.
- e. Conduct annual reviews of water and sewer rates in order to pay for ongoing operations and maintenance, as well as ensuring adequate reserves are available for future infrastructure rehabilitation and expansion.
- f. Participate in the development and implementation of community and regional economic development strategies and initiatives as necessary.



3.2 Municipal Infrastructure

Municipal infrastructure includes drainage systems, recreation facilities, road works, a sewer system and a water system. Maintaining, operating, replacing and expanding this infrastructure is very costly due to the local topography. Potential climate change impacts and increased energy costs also threaten the long term sustainability of existing infrastructure.

Long-term goal:

- Ensure the provision and/or development of municipal infrastructure is effective and efficient.

Implementation approaches include:

- a. Promote the development of a compact urban form to reduce infrastructure and servicing costs.
- b. Prioritize the development of vacant and underutilized lands in the Historic Townsite over extending services to develop un-serviced lands in other parts of the community.
- c. Consider extending piped water and sewer services to currently un-serviced urban residential areas of the Historic Townsite.
- d. Expand the capacity at the landfill in conjunction with the principles of reduce, reuse and recycle where appropriate.



3.3 Housing

While there is still a fair amount of serviced land in the Historic Townsite that is either undeveloped or contains vacant and underutilized buildings, housing needs are not being met; there is a lack in both quality and availability.

Long-term goal:

- Support the development of new housing and the adaptive reuse of existing buildings to meet the full continuum of housing needs in the community.

Implementation approaches include:

- a. Encourage the development of a range of housing types to meet the needs of a diverse population.
- b. Encourage the retrofit and renovation of existing homes to improve the current housing stock.
- c. Encourage the retrofit, renovation and repurposing of underutilized commercial buildings in the Historic Townsite to residential units.
- d. Encourage owners of vacant land and underutilized parcels, particularly in the Historic Townsite, to either develop or sell their land to encourage infill development.
- e. Investigate options for implementing incentives programs aimed at encouraging vacant lot development.
- f. Maintain a vacant lot map to identify vacant lots and corresponding property owners to inform incentive programs.
- g. Encourage the establishment of more rental housing.



3.4 Transportation Systems

Rising fuel prices are making transportation more costly and are influencing how people travel.

Long-term goal:

- Maintain and broaden access to and through the community for all modes of travel.

Implementation approaches include:

- a. Maintain a walkable community and encourage the use of non-motorized transportation.
- b. Maintain and develop trail linkages between rural neighbourhoods and the Historic Townsite.
- c. Encourage future development to accommodate and connect to existing trails networks.
- d. Improve the accessibility and safety of sidewalks in the community.
- e. Encourage the development of various transit systems within Dawson.
- f. Encourage better transportation between Dawson and Whitehorse.
- g. Encourage the Yukon Government to construct a fixed Yukon River crossing in Dawson.



3.5 Parks & Recreation

Recreation facilities are widely distributed throughout the community. In order to sustain a year-round population and attract new residents to the community, new recreation facilities need to be constructed, and existing facilities need to be improved in terms of accessibility, amenities, condition and staffing.

Long-term goal:

- Provide recreational resources that meet the needs of a diverse population in order to encourage a healthy and active community.

Implementation approaches include:

- a. Improve access to a wide range of recreation programs for all ages.
- b. Maintain and develop quality recreational infrastructure and facilities.
- c. Encourage the incorporation of parks and green space into new development areas where appropriate.
- d. Consider partnering with Tr'ondëk Hwëch'in, Yukon Government, industry and non-government organizations to maintain and enhance the quality of the parks and trails in the area.
- e. Consider the feasibility and location of new parks, trails and recreation facilities.



3.6 Culture

Culture is a defining aspect of the community and it forms an important part of the local economy. Dawson is a growing centre for the arts in the Yukon and beyond.

Long-term goal:

- Celebrate, support and promote Dawson as the cultural capital of the Yukon.

Implementation approaches include:

- a. Recognize culture as a key socio-economic pillar in the community.
- b. Recognize the importance of the non-profit organizations that work to provide programming in the community and collaboratively work with them to access funding from Territorial and Federal programs.
- c. Recognize the importance of the non-profit organizations that work to provide cultural events in the community, such as Dawson City Music Festival, Discovery Days, Mud Bog, Percy DeWolfe Memorial Mail Race, Trek Over the Top, etc.
- d. Consider pursuing opportunities to further diversify the economy through strategic investments in local festivals and events.
- e. Encourage cultural programming for local residents.
- f. Consider incorporating public art into future City projects.

What is Culture?

Culture is the expression of ideas, experiences, and customs individuals or groups through the arts, heritage, and a wide range of events including festivals and tournaments and other community events.



3.7 Environmental Stewardship

Dawson is located in a beautiful area and surrounded by a rich and vibrant natural environment. Addressing important local environmental impacts is essential to Dawson's overall sustainability.

Long-term goal:

- Minimize the environmental impacts of municipal regulations, programs, services and projects.

Implementation approaches include:

- a. Consider the environmental impacts as part of all Council decisions.
- b. Lead by example and integrate environmentally friendly strategies and technologies into municipal operations and facilities wherever feasible.
- c. Consider implementing various plans and strategies to address potential impacts associated with climate change.
- d. Consider examining methods and approaches to delay the need for the opening of a new land-fill such as supporting further recycling and waste diversion programs.
- e. Support the protection of the Klondike River watershed and habitats that supply the municipal water system.
- f. Consider ways to mitigate the impacts of stormwater runoff in the community.
- g. Work with appropriate Yukon Government agencies to mitigate the potential impact of wild-fires.
- h. Encourage the reduction of environmental impacts from nearby industry, while recognizing the value of this industry to the local economy.



3.8 Food Security

Food security means the ability to secure nutritious, affordable and culturally appropriate food through healthy systems. High transportation costs for food, environmental changes impacting traditional food sources, and a variety of other factors threaten the current supply of food that residents of Dawson depend on.

Long-term goal:

- Work towards a more self-sufficient and reliable food supply for Dawson.

Implementation approaches include:

- a. Support and encourage local food production by continuing to allocate vendor stalls for the Farmers Market and consider investigating options for enhancement and expansion.
- b. Support the development/expansion of community gardens in the community.
- c. Consider participating in a local steering committee to lead/enable agriculture development and food security initiatives.
- d. Support household food production as an allowable land use.



3.9 Heritage Preservation

The story of Dawson City, with its early beginnings in the heart of Tr'ondëk Hwëch'in territory, its rapid and exciting development as the home of the Canadian gold rush, and its current operation as a living historical community has fascinated residents and visitors for ages. Preservation of this history and heritage will be a crucial element in the long-term sustainability of Dawson.

Long-term goal:

- Protect and celebrate Dawson's heritage as a "living historical community" while at the same time allowing the community to evolve and prosper into the future.

Implementation approaches include:

- a. Ensure that the roles and responsibilities of the Heritage Advisory Committee are clearly articulated and reviewed periodically.
- b. Collaborate with strategic partners such as Tr'ondëk Hwëch'in to recognize, celebrate and promote the full scope of Dawson's heritage.
- c. Review the Heritage Management Plan and related heritage regulations on a regular basis.
- d. Consider implementing the recommendations contained in the Dawson Heritage Management Plan, with the following priorities:
 - i. Look for opportunities to help build capacity within the community in terms of historic architecture, design and construction standards.
 - ii. Look for opportunities to invest in the protection and preservation of key vulnerable Historic Buildings and sites throughout the community.
 - iii. Recognize, celebrate and promote the fact that Dawson's heritage extends beyond the Klondike Gold Rush era (1897-1918).
- e. Pursue, in collaboration with other organizations, achieving UNESCO World Heritage Site Status for the Klondike.



4.0 IMPLEMENTATION

4.1 Ensuring Consistency with the Plan

All municipal plans, policies, bylaws and program documents prepared subsequent to the adoption of this plan, shall include an “OCP Context Statement” that:

- a. References the objectives and policies of this plan; and,
- b. Generally describes how adoption of the plan, policy, bylaw or program will contribute to the achievement of an OCP goal.

All municipal plans, policies and bylaws that address the content areas of this plan shall be consistent with the OCP.

4.2 Reviewing the Plan

This OCP will be regularly reviewed on an ongoing basis:

- a. Council shall schedule a review of the OCP at the first regular meeting in the month of October in each year and proceed to amend it as deemed advisable at that time.
- b. Council shall publicly adopt a methodology and schedule for a comprehensive review of the OCP at the first regular meeting in October, 2017.





COMMONWEALTH

DAWSON CITY HERITAGE MANAGEMENT PLAN



March 2008

COMMONWEALTH HISTORIC RESOURCE MANAGEMENT LIMITED

COMMONWEALTH HISTORIC RESOURCE MANAGEMENT LIMITED

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D1072

Cover photo: Third Avenue, with its Gold Rush-era buildings, looking north to the Slide.
(Photo: H. Kalman)

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Executive Summary

Introduction

Dawson City is an extraordinary place. It is best known as ‘ground zero’ of the Klondike Gold Rush. In the late 1890s the population of this remote Yukon community reached about 30,000. Dawson also has a long history as the traditional hunting and fishing lands of the Tr’ondëk Hwëch’in, and has recently been a leader in developing heritage tourism. Dawson remains a living town. It is now populated by only a few thousand permanent residents, whose economy is based on gold, tourism, the arts, and government services. Dawson also provides a model for co-operative leadership. It is jointly administered by the City of Dawson and the Tr’ondëk Hwëch’in, with involvement as well by the Yukon Government and the federal government’s Parks Canada.

The value of Dawson’s heritage resources is widely recognized. Many buildings and landscape features that supported the Gold Rush remain intact. Municipal heritage regulations have managed change since 1977, and the present *Zoning and Historical Control Bylaw* since 1997. The bylaws have worked to a considerable extent. Nevertheless, about 60 per cent of the community’s historic buildings have been lost in the past 25 years – not a reassuring statistic in terms of long-term stewardship. Another issue is that the *Design Guidelines* that help with alterations and new construction have caused confusion, and some outcomes have been questioned by the community.

In order to improve the present situation, the City of Dawson has contracted with Commonwealth Historic Resource Management Limited to produce the present Heritage Management Plan. Financial and technical assistance have been provided by the Cultural Services Branch of the Yukon Government. The consultants have held extensive interviews, meetings, and workshops among municipal elected officials and staff, Tr’ondëk Hwëch’in staff, and a broad array of community stakeholders. The Dawson community has expressed broad support for the recommendations in this Heritage Management Plan.

Vision and Objectives

This plan proposes a Vision for the Management of Dawson’s Heritage Resources:

The built and natural heritage features of the Klondike Valley Cultural Landscape, of which the Dawson Townsite forms an important component, will be managed so as to improve the quality of life for residents of the City and the region and to provide an enhanced destination attraction for international tourism. The heritage management program will tell the stories of the entire human history of the Klondike Valley, with particular emphasis on the Gold Rush era of 1896-1910.

This plan proposes to achieve this Vision by means of the following broad heritage management objectives (as well as more detailed management recommendations made elsewhere in this document):

- Preserve and strengthen the visual character and design intent of a nationally and internationally significant cultural landscape;
- Conserve and interpret the full history of the cultural landscape – before, during, and after the Gold Rush;
- Retain the dominant character as a Gold Rush-era cultural landscape;
- Communicate that the Gold Rush was a short but highly significant era in the long course of natural and human history, and ensure that resources remain and stories are told from the other periods of history;
- Facilitate and support an interpretation program that communicates the diverse heritage and natural values of the region;
- Protect and enhance the health of the natural ecosystems;
- Maintain a high level of heritage management for the river valleys, the gold fields, and the Dawson Townsite;
- Identify distinct character areas and heritage management areas, with different management principles for the different areas;
- Balance conservation with the integration of new services and activities;
- Create a superior quality of life for Dawson’s residents; and
- Capitalize on the tourist potential of the region.

Cultural Landscapes, Character Areas, and Heritage Management Areas

This Heritage Management Plan proposes that Dawson City and its region be managed as a Cultural Landscape – as a broad geographical area that has been modified by human activity. The ‘Klondike Valley Cultural Landscape’ is the name that the plan gives to the overall area. It comprises the Lower Klondike River Valley, extending westward from Hunker Creek (just west of the airport) to the confluence of the Klondike and Yukon Rivers.

The plan divides the Klondike Valley Cultural Landscape into eight Character Areas, which are defined and mapped in Section 3.2:

Klondike Valley Cultural Landscape

The Dawson Townsite

- Downtown Character Area
- Downtown Transitional Character Area
- Government Reserve Character Area
- East Slope Character Area
- North End Character Area

Beyond the Townsite

- Klondike Valley Character Area
 - Confluence Character Area
 - Bowl Character Area
-

This plan further recommends that the eight Character Areas should be regulated as three Heritage Management Areas, and that the name 'Heritage Management Area' replace the present 'Historic Control District'.

1. Downtown Heritage Management Area

- Comprises three character areas:
 - Downtown Character Area
 - Downtown Transitional Character Area
 - Government Reserve Character Area

2. Residential Heritage Management Area

- Comprises two character areas:
 - East Slope Character Area
 - North End Character Area

3. Valley, Confluence and Bowl Heritage Management Area

- Comprises three character areas:
 - Klondike River Character Area
 - Confluence Character Area
 - Bowl Character Area

Recommendations for the Heritage Management Areas

Following are the principal management guidelines for the three Heritage Management Areas. Details are provided in Section 4.1:

1. Downtown Heritage Management Area

- *Protection:* All buildings and structures, including deteriorated and derelict structures, are protected by designation under the provisions of the *Yukon Historic Resources Act*.
- *Incentives:* Protection by designation will be accompanied by incentives for conservation.
- *Treatment of historic buildings:* Conservation work will follow the existing *Design Guidelines for Historic Dawson*, Parks Canada's *Standards and Guidelines for the Conservation of Historic Places in Canada*, and the 'Design Guidelines for Infill and Conservation' prepared as part of this Heritage Management Plan and contained in Chapter 6. Post-Gold Rush buildings should not be altered to look like Gold Rush buildings; they should be respected for what they are, which helps to illustrate and interpret the full history of Dawson.
- *Treatment of new infill construction:* Buildings should replicate (reconstruct) the external design of the building that stood on that particular site during the Gold Rush era (ca. 1896-1910), when there is sound historic evidence as to the appearance of the former building. In certain instances, an alternative source for replication may be selected.
- When there is insufficient historic evidence concerning the appearance of the former building to enable good replication, then new infill construction will adopt the 'Dawson Style' (explained below with the Residential Heritage Management Area and in Section 6.2).
- Historic landscape features that are visible from the street are protected.
- New landscape features should follow historical design principles and are subject to design review in the development permit process.

Variations for individual Character Areas

- *Downtown Transitional Character Area:* Consideration may be given in exceptional circumstances to the construction of buildings that are larger than those that existed in the Gold Rush period, in which case the Dawson Style, rather than replication, should be adopted. This exception may be permitted when the building program proposed by the property owner is of a scale that is larger than historical precedent.
- *Downtown Character Area:* Corner lots at intersections are particularly important to re-establish the historical character of this area. The owners of vacant corner properties should be encouraged to build on them, with replications of the buildings that stood there during the Gold Rush.
- *Government Reserve Character Area:* Landscape features, both historic and new, are particularly highly valued and must follow historical design principles.

2. Residential Heritage Management Area

- All buildings and structures, including deteriorated and derelict structures, are protected by designation under the provisions of the *Yukon Historic Resources Act*, as in the Downtown Heritage Management Area.
- Protection will be accompanied by incentives for conservation, as Downtown.
- *Treatment of historic buildings:* Same as Downtown
- *Treatment of new infill construction:* Three optional approaches are permitted: replication of the former building on the site *or* replication of another historic residence in the vicinity *or* a new design in the 'Dawson Style'. The Dawson Style, which is preferred, is the term given for a contemporary manner of building that is highly respectful of the historic Gold Rush style without attempting to look old. Guidelines for the Dawson Style are provided in Section 6.2.
- *Historic and new landscape features:* Same as Downtown.

Variations in particular areas

- *Tr'ondëk Hwëch'in settlement land:* With respect to the Tr'ondëk Hwëch'in settlement land in the North End, over which the TH has full jurisdiction, the TH may in time choose to institute a heritage management bylaw of its own. In the interim it is anticipated that the Tr'ondëk Hwëch'in may either agree to comply with the present recommendations, or else may propose modifications to the recommendations that meet the needs and vision of both themselves and the City of Dawson.
- *Dome Subdivision:* The Dome Subdivision lies outside the Residential Heritage Management Area, and replication of former Gold Rush era buildings is discouraged. Either the Dawson Style or good contemporary design would be acceptable for new construction.

3. Valley, Confluence and Bowl Heritage Management Area

- All natural and historic landscape features that are valued by the community are protected. This includes some dredge tailings and ponds.
- The principal historic structures and equipment (including moveable derelict equipment) that are remnants from gold extraction are protected.
- Protection will be accompanied by incentives for conservation.
- New development should represent good new architectural design and planning, and not reflect the Gold Rush style.

Procedures for Heritage Management

- The Zoning and Historic Control Bylaw will be revised, as described in Chapter 5 and Appendix 5, and will be renamed the Zoning and Heritage Management Bylaw.
- Two new bylaws will be enacted:
 - A Heritage Bylaw, which will provide the City of Dawson with the means to designate historic resources as Municipal Historic Sites; and
 - A Heritage Fund Bylaw, which will enable the City of Dawson to set aside and apply funds to heritage conservation.
- The Planning Board will be reconstituted as the Heritage Advisory Committee, as defined by the *Yukon Historic Resources Act*. Its primary responsibility will be the review of applications for development that are regulated by the new Zoning and Heritage Management Bylaw; i.e., applications for properties within the Heritage Management Areas. It will also be responsible for public awareness and education in heritage, and such other responsibilities as Council may delegate to it.
- Applications for development will be submitted to the Development Officer.
 - Applications for minor alterations will be considered by the Development Officer.
 - Applications for major alterations and new infill development (i.e., new buildings) will be referred by the Development Officer to the Heritage Advisory Committee.
 - External technical advice may be sought to help with consideration of proposed major new buildings or very large alterations.
 - Any disagreements between the Heritage Advisory Committee and staff will be referred to Council for a decision.

Heritage Incentives

An extensive program of heritage incentives is proposed to offset the constraints and costs of the heritage management program. These incentives, which are described in Section 4.3, include:

- Financial assistance
- Planning relaxations
- Building code equivalences
- Technical assistance
- Increasing technical capacity

Heritage Interpretation

A large and varied program of heritage interpretation is offered by government agencies, as well as some offerings from the private sector. Nevertheless, improvements can be made to the interpretation program to enhance the visitor experience. Section 4.5 makes a number of suggestions. It also recommends that a joint committee, representing tourism operators in the public, non-profit, and private sectors, be formed to address how interpretation and public programs can be enhanced, co-ordinated, and jointly marketed, as well as recommending appropriate pricing levels. An overall business plan for public programming would supplement this initiative.

Design Guidelines for Architectural Conservation and Infill

The Dawson Townsite presents six distinct building and development situations:

- Reconstruction of former Gold Rush-era buildings. Reconstruction is mandatory for new construction in the Downtown Heritage Management Area (with certain exemptions) and voluntary in the Residential Heritage Management Area. Work will generally follow the *Design Guidelines for Historic Dawson*.
- Infill in the Residential Heritage Management Area, which includes new buildings on vacant building lots and small-scaled infill on lots that are currently developed. Infill construction is not at present adequately addressed by existing guidelines. This Heritage Management Plan recommends that the dominant character of Dawson as a Gold Rush-era cultural landscape should be maintained with a contemporary interpretation of the Gold Rush style, which the guidelines call the 'Dawson Style.'
- Additions to existing historical buildings. Their treatment will also adopt the Dawson Style.
- Interventions to buildings within the Downtown Transition Character Area. The guidelines present an approach that allows large buildings whose form is respectful of traditional urban design.
- Interventions to buildings from the Gold Rush era (1896-1910). These buildings are already well served by the *Design Guidelines for Historic Dawson*, prepared by Parks Canada in the early 1980s; and by the *Standards and Guidelines for the Conservation of Historic Places*, published by Parks Canada in 2003.
- Interventions to buildings erected after the Gold Rush era. The *Standards and Guidelines for the Conservation of Historic Places in Canada* provides good guidelines for this situation.

Chapter 6 provides detailed guidelines for the Dawson Style, and supplements the *Design Guidelines for Historic Dawson* and the *Standards and Guidelines* where necessary for the other situations.

1. Introduction

1.1 *A New Framework for Heritage Management*



Front Street shows a sensitive combination of heritage conservation and compatible new design. (Photo: H. Kalman)



The Third Avenue complex, owned by Parks Canada, contributes to the sense of decay that characterizes much of Dawson. (Photo: H. Kalman)

Dawson City is a community with an extraordinary human and built history. Best known as the centre of the Klondike Gold Rush in the 1890s, when it was reportedly the largest city north of San Francisco and west of Winnipeg, Dawson retains much of its appearance from that era. For many years before the Gold Rush, the area was the traditional hunting and fishing lands of the Tr’ondëk Hwëch’in. In recent decades Dawson has become a leader in developing cultural tourism. Today the community and its lands provide a model for co-operative leadership, as they are jointly managed by the City of Dawson and the Tr’ondëk Hwëch’in, with involvement as well by the federal government’s Parks Canada and the Yukon Government.

As Chapter 2 of this report relates, the value of Dawson’s heritage resources have been recognized nationally since the 1950s. The City has been managed since 1977 with municipal heritage regulations. The present *Zoning and Historical Control Bylaw* (1997) and its predecessors have succeeded in regulating change within Dawson. They have prevented the wholesale replacement of historic buildings with new structures that would alter the heritage character of the area.



Fire destroyed a small historic building near the Palace Grand Theatre in October 2007. (Photo: Jay Armitage)



A house from the Gold Rush era, located on 8th Avenue near Harper Street, was demolished in October 2007. (Photo: H. Kalman)

Nevertheless the present regulations are not perfect. Partly as a consequence of the absence of demolition control or until recently maintenance standards,¹ many historic buildings have deteriorated or been demolished over the years, and the toll continues. It has been estimated that about 60 per cent of the community's historic buildings have been lost in the past 25 years.² In October 2007 alone, one Gold Rush-era building was destroyed by fire and another demolished rather than repaired. Some property owners have refused to maintain their buildings.³ Important landscape features have been modified or lost. In the many situations where property owners have respected due process and applied to the Dawson City Planning Board to review designs for new buildings or alterations, both the owners and Planning Board have expressed uncertainties as to what changes are permissible. The application of the current *Design Guidelines for Historic Dawson* has caused confusion. In several cases, the community has criticized the appearance of approved designs after they have been built, even though the designs were approved in accordance with the regulations.⁴

Partly as a consequence of the confusion, the City has called for a new heritage management plan for Dawson. The plan is intended to revise the current regulations, the historical control bylaw, and the design guidelines in a manner that follows a vision that responds to community values and concerns, and which provides greater clarity in the application and development process.

The City of Dawson has contracted with Commonwealth Historic Resource Management Limited to produce the new Heritage Management Plan. Financial and technical assistance have been provided by the Cultural Services Branch of the Yukon Government. This document is the final report of that plan.

1.2 A Vision for the Management of Dawson's Heritage Resources

Heritage conservation is the management of change. The purpose of a heritage management plan is to control the change in such a manner that the heritage values of a historic place are retained and enhanced, rather than eroded and lost.

Dawson City and its region have enormous historical and natural significance. A high level of management is necessary to ensure the ongoing responsible stewardship of the land and its resources. This will be enabled by the present Heritage Management Plan. The plan maintains continuity with the best features of earlier heritage plans and proposals for Dawson, while updating them by respecting current best practices.

1 Maintenance standards were introduced in 2007; see Section 3.2.

2 *After the Goldrush: The Tr'ondëk Hwëch'in and City of Dawson Integrated Community Sustainability Plan*, Draft, Dawson, 2007, I, p. 17.

3 See, for example, Sheila Ascroft, 'Historic Yukon Commerce Bank on the Ropes,' *Héritage*, 10:1, Fall-Winter 2007, pp. 32-35.

4 See, for example, Dan Davidson, 'Dawson City Has Window Pains,' *Klondike Sun*, 14 February 2007, p. 2.

This plan proposes a Vision for the Management of Dawson's Heritage Resources:

The built and natural heritage features of the Klondike Valley Cultural Landscape, of which the Dawson Townsite forms an important component, will be managed so as to improve the quality of life for residents of the City and the region and to provide an enhanced destination attraction for international tourism. The heritage management program will tell the stories of the entire human history of the Klondike Valley, with particular emphasis on the Gold Rush era of 1896-1910.

This plan proposes to achieve this Vision by means of the following broad heritage management objectives (as well as more detailed management recommendations made elsewhere in this document):

- Preserve and strengthen the visual character and design intent of a nationally and internationally significant cultural landscape;
- Conserve and interpret the full history of the cultural landscape – before, during, and after the Gold Rush;
- Retain the dominant character as a Gold Rush-era cultural landscape;
- Communicate that the Gold Rush was a short but highly significant era in the long course of natural and human history, and ensure that resources remain and stories are told from the other periods of history;
- Facilitate and support an interpretation program that communicates the diverse heritage and natural values of the region;
- Protect and enhance the health of the natural ecosystems;
- Maintain a high level of heritage management for the river valleys, the gold fields, and the Dawson Townsite;
- Identify legislative tools and financial incentives to support heritage management;
- Identify distinct character areas and heritage management areas, with different management principles for the different areas;
- Balance conservation with the integration of new services and activities;
- Create a superior quality of life for Dawson's residents; and
- Capitalize on the tourist potential of the region.

1.3 Study Process

Commonwealth Historic Resource Management Limited began work on the Heritage Management Plan for Dawson in June 2007, with completion in March 2008. The plan contains a number of defined deliverables. The list indicates where in this report that product can be found.

1. Municipal Inventory of Historic Sites (Appendix 3)
2. Thematic Framework (Appendix 4)
3. Identify areas to be controlled (Chapter 3 and 4)
4. Determine what should be designated (Chapter 4)
5. Architectural guidelines manual (Chapter 6)
6. Heritage bylaw (Chapter 5 and Appendix 5)

Members of the consultant team have visited Dawson three times: in June, August, and November 2007. Each visit was devoted to meetings and interviews with the project Steering Committee, other stakeholders, and City and Territorial staff. Time was also spent on site investigation and research. Additional research was carried out from our offices.

This is the fourth report to be submitted:

- A *Preliminary Report* was submitted in August 2007. It contained the first two deliverables. It also described the work that had been done to date, particularly the extensive program of public consultation.
- The *Draft Heritage Management Plan* was submitted in November 2007. It contained Deliverables 3, 4, and 6.
- The *Draft Final Report* was submitted in early March 2008. It contained a draft of Deliverable 5, significant revisions to the last report, and additional contextual material;
- The present Final Report, which has been revised in response to comments from stakeholders.

1.4 Public Consultation and Community Values

The consultant team conducted extensive interviews among municipal elected officials and staff, Tr'ondëk Hwëch'in staff, and community stakeholders in order to identify community values and determine how people believe that Dawson's heritage should be managed. In all, more than three dozen people have been interviewed. They are listed in Appendix 1. The substance of the initial round of interviews is summarized in Section 2.2 of the Preliminary Report.

Public meetings were held in June and November. Workshops were facilitated in June and August. In November, the recommendations in the Draft Plan formed the subject of meetings held with the Steering Committee, the City of Dawson, the Tr'ondëk Hwëch'in, and the general public.

The consultants asked Planning Board to express its opinions as to the broad-brush management objectives of the new Heritage Management Plan. Planning Board responded at special meetings held in September and December. The City's Community Development and Planning Officer met with the Chamber of Commerce in December to discuss the Draft Plan. The comments have all been considered, and many are included in the recommendations in Chapter 4.



A workshop was held with the Steering Committee and Planning Board in August 2007. (Photo: Doug Olynyk)

The Dawson community has expressed broad support for the new Heritage Management Plan. After a half-century of Parks Canada's presence and its ongoing conservation and interpretation work, the value of heritage conservation now seems to be taken for granted. Tourism and economic benefits remain primary motivators, as they were two generations ago. But now people recognize that heritage conservation contributes as well to the overall quality of life.

This public support has been confirmed in *After the Goldrush: Tr'ondëk Hwëch'in and City of Dawson Integrated Community Sustainability Plan*, circulated in draft form in late 2007. The first community value cited in the sustainability plan is 'The historic character and heritage of the community – celebration and enhancement of the area's history and the community's heritage.' Readers are reminded that heritage buildings are a non-renewable resource. And heritage is featured front and centre in the sustainability plan's community vision:

Honouring the past, Sharing the Present, Embracing the Future

Our heritage and culture are unique and we are committed to protecting and enhancing our historic community and first nation traditions. We will strive to provide a sustainable future for the community and the environment ... We will encourage economic diversity, based on the development of heritage, arts and culture.⁵

Arts and culture – the companion values of heritage, and also central to the community vision – have received a boost in recent years with the growth of the Dawson City Arts Society and its various initiatives: the Klondike Institute of Art and Culture, the ODD Gallery, and the new School of Visual Art.⁶ These visual art institutions have also given a boost to heritage by occupying historic buildings. The literary arts are well represented on 'Writers Row' on 8th Avenue, which features the Robert Service Cabin, the Jack London House, and Berton House, with its widely admired writer-in-residence program.

⁵ *After the Goldrush*, I, pp. 12, 13, 14.

⁶ See Jen Williams, 'True North artistic hub,' *Yukon, North of Ordinary*, Summer 2007, pp. 36-40.

These values and sentiments resound throughout the community and around the world. In a radio interview last summer, for instance, RV park owner Pat Brooks said that Dawson ‘is just something that captures the imagination of the world.’⁷ The same news item noted that Dawson’s season was extended a month last autumn because of strong demand from Western Europe, a reminder of the economic benefits of strong tourism.

Tourists’ impressions are important. The consultants read the comments in the guest book at the Klondike Visitors Association, in order to learn what visitors like and don’t like. The vast majority of comments are positive, such as ‘I don’t have words to describe the beauty of this place’ (Germany) and ‘Breathtaking, one of a kind, thank you.’ (Korea). The critical comments mostly concern people not having all the amenities that they need, such as car rentals and bus service. There are also numerous comments about Parks Canada not offering enough tours and not enough French-language services. Others complain about not having a bridge. Very few, if any, comments are critical about the way the town looks. A sample of visitor comments is included as Appendix 6.

7 CBC Radio 1 News, Yukon Region, 31 August 2007.

2. Dawson City and the Conservation of its Heritage Resources

2.1 Overview History of Dawson



Part of the settlement at Tr'ochëk, 1895. (Coutts Collection, Yukon Archives, PHO 95; from Dobrowolsky and Hammer, *Tr'ochëk*)

On 17 August 1896, American-born prospector George Washington Carmack, his Tagish wife, Kate Carmack, and their two Tagish partners, Skookum Jim and Dawson Charlie, found gold – ‘thick between the flaky slabs, like cheese sandwiches’ – in the rocky bed of Rabbit Creek, near where the Klondike River flows into the Yukon River. The four renamed it Bonanza Creek, staked their claims, and before long word was out. The world’s greatest gold rush had begun. In 1897 prospectors from near and far made the long and difficult trip to here and created an instant city at the confluence of the

two rivers. Joseph Ladue established the town on a flat moose pasture, which he named Dawson City. The flats had been traditional hunting lands of the Tr’ondëk Hwëch’in. Their fishing camp of Tr’ochëk, just south of the Klondike River, was also overrun by the miners. Chief Isaac, the leader of the Tr’ondëk Hwëch’in, decided to move about 5 kilometres down the Yukon River to the relatively peaceful site at Moosehide, and the way was left clear for new development.⁸

Some 30,000 people from Canada, the U.S., and around the world reached the Klondike goldfields by the late summer of 1898. The prospectors focussed on the rich placers of Bonanza and Eldorado Creeks. They and the other newcomers settled in and around Dawson City, making Dawson the largest centre west of Winnipeg. The young boom town quickly became a full-service mining community, with a robust commercial, entertainment, religious, transportation, and administrative infrastructure. Dawson was also an incredibly well photographed community. The new arrivals came with their simple and portable cameras from Kodak, which had been introduced in 1888.⁹

The federal government was well prepared for these events. A detachment of the North-West Mounted Police had come to nearby Forty Mile in 1895. When the rush began, the police insisted that every prospector arriving from Skagway, Alaska, have money and supplies to last not less than six months – which meant hauling a ton of goods over the tortuous Chilkoot Pass. Dawson City was surveyed in 1897-98 by James Gibbon,

8 The historical material has been excerpted principally from Department of Indian and Northern Affairs, *Dawson City Conservation Study*, vol 4, by Margaret Carter; Parks Canada, *Dawson Historical Complex: Management Plan*, pp. 3-4; Helene Dobrowolsky, *Hammerstones*; and Harold Kalman, *A History of Canadian Architecture*, vol. 2, pp. 691-6. Full references to these and other sources are provided in Appendix 8.

9 See <http://www.metmuseum.org/toah/hd/kodk/hd-kodk.htm>. Reference kindly provided by Barbara Hogan.



View of Dawson City from the Dome, July 1902. (National Archives of Canada, C6366; from IAND, *Dawson City*)

D.L.S., and laid out in the familiar British colonial gridiron pattern. A large civil service came to Dawson to register the claims and carry out other administrative functions. Before the century was over, Dawson's streets were lined with log and wood-frame business establishments, houses, churches, and public buildings. Most were designed in the frontier vernacular of the day. Some – particularly the government buildings designed from 1899 by the Department of Public Works' resident architect, Thomas W. Fuller – were architectural symbols of political authority, designed in a simplified Palladian-Georgian vocabulary.



Old Territorial Administration Building, now the Dawson Museum, 2007, a Palladian-Georgian design that symbolized the authority of Government. (Photo: H. Kalman)



Queen Street, looking west to the Yukon River, 1904, showing the vernacular commercial buildings that filled downtown. (National Archives of Canada, C14546; from Kalman, *History of Canadian Architecture*)

The vernacular buildings, public buildings, and landscapes of the Dawson City of 1900-10, many of which survive to this day, stand as marvellous reminders of the Klondike Gold Rush, an event of great international significance. Enhancing and commemorating the Gold Rush Dawson has been the focus of conservation efforts for the past half century.

Dawson did not, however, begin with the Gold Rush. The Tr'ondëk Hwëch'in people lived and hunted in and around Tr'ochëk as part of their seasonal rounds, and this area forms an important portion of their traditional territory. Severely compromised by mining activity in the early 1990s, Tr'ochëk was purchased by the federal government in 1997 as part of the *Tr'ondëk Hwëch'in Final Agreement*. The Tr'ondëk Hwëch'in are currently planning for the future of the old camp¹⁰.

¹⁰ *Tr'ondëk Management Plan*, Draft, 2007.

Nor did Dawson end with the Gold Rush. As the placer gold accessible to miners with a spade and pan became exhausted, new mechanized forms of mining dug deeper into the creek gravels. Steam shovels and other machines were overtaken by the massive dredge. The first dredge was brought to the area in 1905, and by the outbreak of World War I a dozen of them were working the creeks. The Yukon Consolidated Gold Corporation (YCGC), which in 1923 absorbed a number of other operators, dredged the area until 1966. Its Dredge No. 4 has been preserved by Parks Canada on Bonanza Creek as a national historic site.¹¹



This house on Second Avenue was built in the 1920s by the Yukon Consolidated Gold Corporation. It tells an important part of the Dawson Story. (Photo: H. Kalman)



Ruby's Place and The Odd Fellows' Hall are seen in the aftermath of the 1979 flood. With the flood waters going all the way up to 6th Avenue, this section of 2nd Avenue would have been under a considerable amount of water. (Photo: Lambert Curzon, courtesy of Jay Armitage)

The population of Dawson dwindled during the YCGC era, since a single dredge could do the work of several hundred men. Nevertheless, gold remained the mainstay of the economy. Dawson consolidated itself as the administrative service centre for the region. Many Gold Rush-era buildings became derelict and new types of architecture took their place, creating a landscape in which one could read the successive generations of living and working in Dawson.

The forces of nature did more damage in a few days than attrition had done in decades, as the Flood of 1979 took a heavy toll on the City's old buildings.¹² The aftermath of the flood saw the construction of a large, new dike along the Klondike and Yukon River shorelines. The dike has prevented further floods, but it has also obstructed views of and access to the rivers, which have played so important a role in Dawson's existence over the years.

Tourism began to develop after the Second World War, and the Klondike Visitors' Association was formed in the early 1950s to bolster the industry. The KVA and the federal government together recognized the value of Dawson's heritage to attract tourism, which would stimulate an increasingly stagnant economy. The story of heritage conservation in the service of making Dawson a tourism destination is related in the next section.

¹¹ Parks Canada, *Dredge No. 4: Management Plan*, pp. 3-4.

¹² Jay Armitage and Sue Parsons, *The Dawson City Flood of 1979*.

2.2 Heritage Conservation in Dawson

The Government of Canada began to take an interest in Dawson City in the 1950s. Jean Lesage, Minister of Northern Affairs and National Resources in the St. Laurent government, made northern development a priority and in 1956 asked the Historic Sites and Monuments Board of Canada (HSMBC) to consider ways in which historic sites could be established in the North.¹³

Nothing happened until April 1959, when Prime Minister John Diefenbaker visited Dawson and raised the possibility of developing the town as a historic tourist attraction, as part of his northern vision. Minister Alvin Hamilton expressed ‘concern about restraining the encroachment of commercialism upon truly historic features’ and in November 1959 the HSMBC recommended ‘that Dawson be regarded as a “historical complex” of national importance and studied as such.’¹⁴ Dawson’s heritage value was perceived from the start as an integral ensemble of historic resources.



The Palace Grand Theatre, looking east on King Street, 2007.
(Photo: H. Kalman)

With the encouragement of the federal government, the Dawson Festival Foundation was organized to produce a Gold Rush Festival in 1962. It was intended to use the old auditorium (known as the Auditorium Theatre or Nugget Hall) as the primary venue. However, officials decided that it would be cheaper and faster to demolish the old building and replace it with a modern replica. This was the reconstructed Palace Grand Theatre, the first conservation intervention in Dawson.

In preparation for the Festival, J.R. Lotz, a Community Planning Officer with the Department of Northern Affairs and National Resources, wrote an extensive and enlightened report arguing for ‘the need to preserve the buildings of Dawson City if that city is to remain a tourist attraction.’¹⁵ Many of the objectives for which Lotz argued would become Parks Canada and municipal policy over the years.

Unfortunately, historian James Taylor writes, ‘the Dawson Festival was a failure. The place was just too remote, the attractions too limited, and the tourist services too primitive for it to succeed.’¹⁶ The Klondike Visitors’ Association rented the sternwheeler *S.S. Keno* and the Palace Grand from the government, but without success.

13 C.J. Taylor, *Negotiating the Past*, p. 171. The Historic Sites Division, Parks Branch, Department of Northern Affairs and National Resources was a predecessor of Parks Canada.

14 Parks Canada, *Dawson Historical Complex NHS Management Plan*, Appendix 4, p. 38.

15 J.R. Lotz, *Dawson City, Yukon Territory*, p. 52. A copy is in the Parks Canada library in Dawson.

16 Taylor, *Negotiating the Past*, p. 174.

The HSMBC met in Dawson in June 1967 to attempt to salvage the vision. It recommended the acquisition of a number of buildings, the protection of others, and the institution of a commemorative program. It recommended 'that the commemorative undertaking at Dawson should deal with the full extent of the Gold Rush and its impact on Canadian history.'¹⁷ The federal government geared up for a major intervention in Dawson, and 'by the 1970s it was the leading employer in the town and the mainstay of the area's tourist industry.'¹⁸

In 1974 the Department of Indian and Northern Affairs, which had succeeded Northern Affairs and National Resources, issued a massive four-volume report that outlined a comprehensive, long-term program of conservation in Dawson.¹⁹ This has remained a blueprint for policy and physical development in the generation since then by Parks Canada, successor to DINA as the government's conservation agency. Work over the years has included research, planning, property and artifact acquisitions, restorations, and interpretation. Parks Canada saw much of its early, hard work destroyed in the Flood of 1979, and was a leading voice in calling for a new, protective dike.

Other studies with a strong conservation message followed. Synergy West Ltd. prepared a Dawson community plan for the territorial and municipal governments in 1975. The chapter on the 'Restoration of an Historical Community' stated that 'the second rush is approaching, this time in the guise of tourism ... [and] the manner in which Dawson responds will dictate her measure of success and her life expectancy.' It recommended a community development approach to heritage conservation, emphasizing historic streetscapes over individual sites, with collaborative management and funding contributions by the three levels of government and the private sector.²⁰ Conservation was also seen as being important in the Dawson City Official Community Plan prepared in 1983 by Marshall Macklin Monaghan Limited.²¹

Parks Canada's properties in the Dawson townsite are collectively known as Dawson Historical Complex National Historic Site of Canada.²² The agency also owns and manages the *S.S. Keno* National Historic Site, a riverboat that operated between Stewart City and Mayo Landing; and Dredge No. 4 National Historic Site, one of the largest of the YCGC's dredges.

The City of Dawson's participation in the conservation of the historic townsite has grown over the years. In 1977 the City began to control development in order to maintain the Gold Rush character of its buildings, with the passing of Bylaw #203, a new Zoning



Dredge No. 4 National Historic Site, 2007. (Photo: H. Kalman)

17 Parks Canada, *Management Plan*, Appendix 4, p. 38.

18 Taylor, *Negotiating the Past*, p. 188.

19 Indian and Northern Affairs, *Dawson City Conservation Study*.

20 Synergy West Ltd., *A Community Plan for Dawson City*.

21 We have not yet had an opportunity to consult this report.

22 The properties were previously called Klondike National Historic Sites.

Bylaw. This and subsequent municipal bylaws are listed and described in Appendix 2. The City's Planning Board is responsible for reviewing development applications and determining whether they conform to the desired character. The system works, but imperfectly, as is discussed in Section 1.1. The present Heritage Management Plan is a municipal government initiative intended to rectify the problems with the current regulations and processes.

The Tr'ondëk Hwëch'in is a key partner in this process. The Tr'ondëk Hwëch'in achieved self-government in 1998, establishing the terms by which many aspects of land management – e.g., heritage management, fish and wildlife management, and forestry – will be carried out jointly by the Tr'ondëk Hwëch'in and other levels of government. *The Self-Government Agreement* also provides the Tr'ondëk Hwëch'in with the ability to determine the future of its settlement lands, some of which fall within the Dawson city limits.

Since the City of Dawson falls, in turn, within the traditional territory of the Tr'ondëk Hwëch'in, the First Nation is an active player in heritage conservation. The *Tr'ondëk Hwëch'in Final Agreement* ensures that the Tr'ondëk Hwëch'in participate in the management of heritage sites pertaining to their culture anywhere within their traditional territory, and that they must be consulted on legislation that pertains to heritage resources.

Interviews with the Tr'ondëk Hwëch'in done for this plan indicate that their focus is on the region's natural and cultural heritage and on the spirit of the place, rather than on the built heritage. The Tr'ondëk Hwëch'in are particularly interested in preserving visual and physical connections between places which their people value – connections to the rivers (which were compromised by the dike), between their traditional use sites and camps, and to valued places such as the Slide and the Dawson-to-Moosehide trail. Tr'ondëk was designated a National Historic Site by the Government of Canada in 2002.

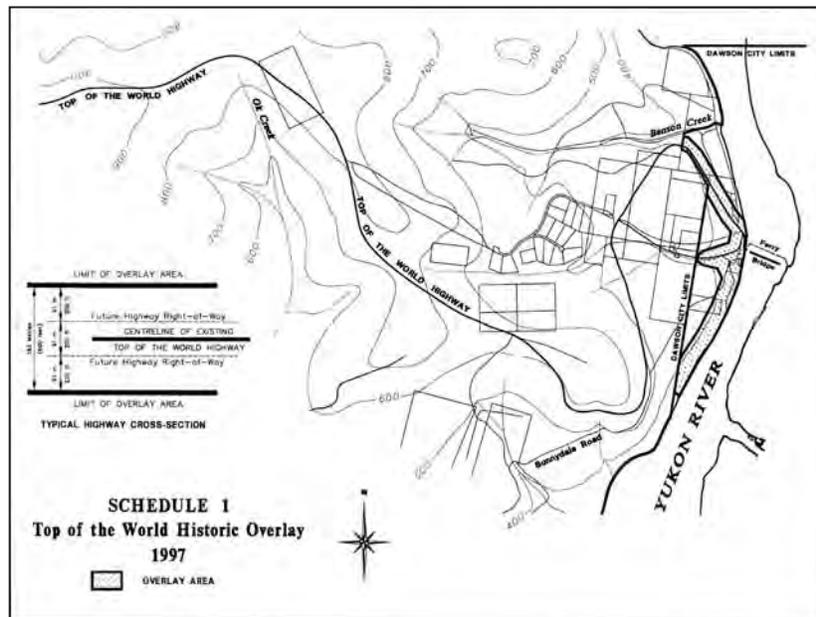
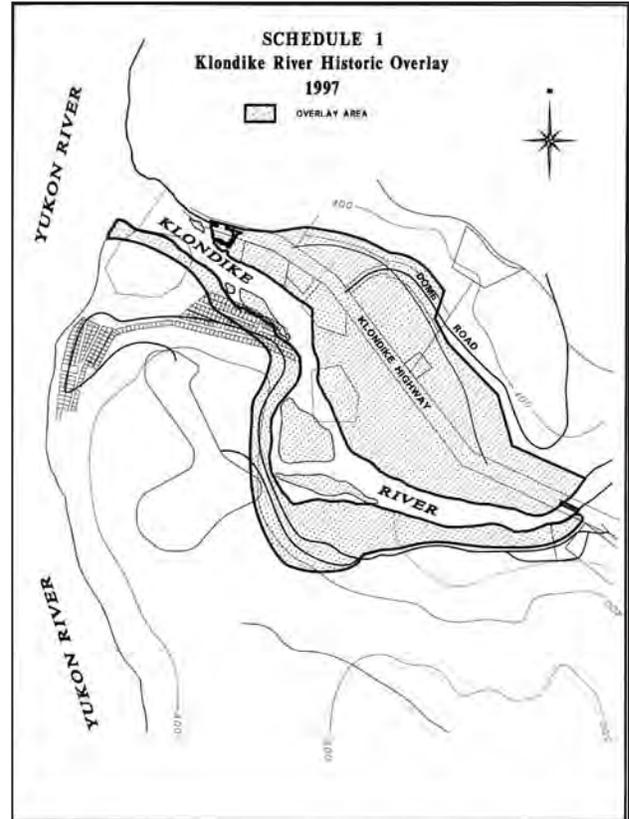
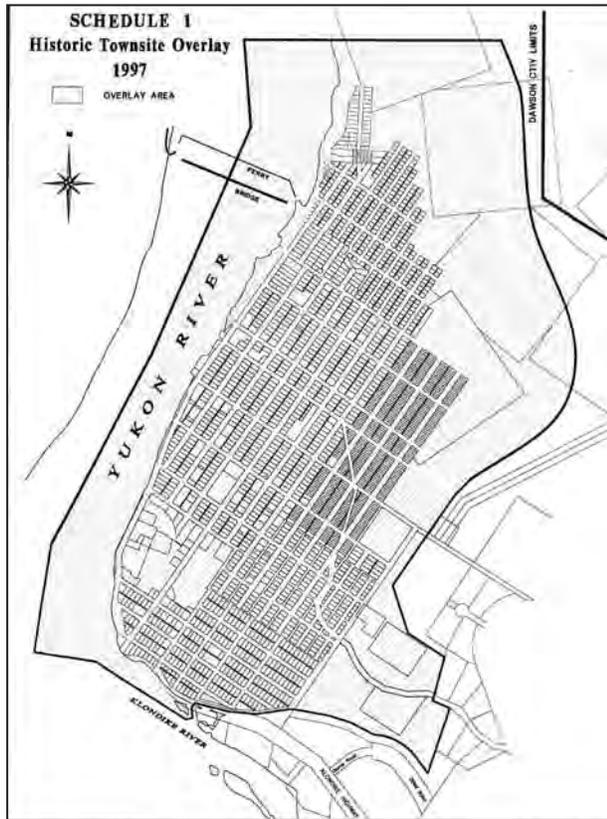
The present Heritage Management Plan attempts to accommodate the various perspectives of the Dawson community.

2.3 The Current Policy Framework

The Heritage Management Plan is intended to be compatible with current policy documents of all levels of government. These include:

Over-arching Statutes, Regulations, Policies, and Programs

- Municipal Bylaws and Policies
 - Various municipal policies, such as the statements that Dawson should be a compact town and should provide seasonal accommodation
 - Zoning and Historical Control Bylaw
 - Property Maintenance and Nuisance Abatement Bylaw
 - ◊ Including amendment (Bylaw 08-04)



The Zoning and Historical Control Bylaw establishes three 'historic overlays' or control districts (City of Dawson)

- Official Community Plan
- Design Guidelines for Historic Dawson (Parks Canada, c. 1980)
- Tr'ondëk Hwëch'in Agreements
 - Tr'ondëk Hwëch'in Final Agreement
 - ◊ Especially Chapter 13, Heritage Resources
 - Tr'ondëk Hwëch'in Self-Government Agreement
- Yukon Statutes and Programs
 - Yukon Historic Resources Act
 - Yukon Municipal Act
 - Yukon Historic Sites Inventory
 - Yukon Register of Historic Places
- Parks Canada Policy
 - Cultural Resource Management Policy
 - Standards and Guidelines for the Conservation of Historic Places in Canada
 - Management Plans for the Dawson Historical Complex National Historic Site
 - World Heritage Site draft nomination
- Integrated Community Sustainability Plan
 - Community Vision

A comprehensive list and discussion of relevant past and present statutes, policies, bylaws, and management plans is contained in Appendix 2.

3. Cultural Landscapes, Character Areas, and Heritage Management Areas

3.1 Cultural Landscapes

This Heritage Management Plan proposes that Dawson City and its region be addressed and managed as a Cultural Landscape – as a broad geographical area that has been modified by human activity.²³ The area should be treated comprehensively, rather than as a series of individual resources. This approach of looking at the *tout ensemble* is consistent with early perspectives on conserving Dawson's heritage resources, which stressed streetscapes rather than individual buildings. (See above, Section 2.2.)

A cultural landscape is fashioned from a natural landscape by a culture group. Culture is the agent, the natural area is the medium. The cultural landscape is the result.

*Carl Sauer*²⁴

A cultural landscape is a geographic area that includes cultural and natural resources associated with an historic event, activity, person, or group of people. Cultural landscapes can range from thousands of acres of rural land to homesteads with small front yards. They can be man-made expressions of visual and spatial relationships that include grand estates, farmlands, public gardens and parks, college campuses, cemeteries, scenic highways, and industrial sites. Cultural landscapes are works of art, texts and narratives of cultures, and expressions of regional identity. They also exist in relationship to their ecological contexts. ... Cultural landscapes give us a sense of place.

*The Cultural Landscape Foundation*²⁵

A Cultural Landscape is a clearly defined geographic area that has been modified, influenced by, or given special cultural meaning by people over an extended period of time. Cultural landscapes usually include both natural and built resources. Three main categories of cultural landscapes have been identified for UNESCO World Heritage:

- *Designed*: Created intentionally for aesthetic reasons, as with gardens and parks
- *Evolved*: Resulted from a human initiative and developed over time; evolved landscapes may be either '*Continuing*' (i.e., retaining its active role in society) or '*Relic*' (i.e., the evolutionary process came to an end at some time in the past)

23 This coincides with Parks Canada's recent decision to address the area as a cultural landscape; information from discussion with Robb Watt, Superintendent, 30 August 2007.

24 Carl O. Sauer, 'The Morphology of Landscape,' in *Land and Life: A Selection from the writings of Carl Ortwin Sauer*, ed. J. Leighly (Berkeley: University of California Press, 1963), pp. 315-350 (p. 343).

25 The Cultural Landscape Foundation, 'Cultural Landscapes Defined,' accessed at <http://www.tclf.org/whatis.htm> (accessed 8 October 2007)

- *Associative*: the value lies in the religious, artistic, or cultural associations of the landscape rather than in the material evidence itself.²⁶

The Klondike Valley Cultural Landscape has been defined by Parks Canada as an Evolved (Continuing) landscape.²⁷ It expresses significant cultural patterns, including:

- A natural landscape that has been used and modified by First Nations for habitation and resource gathering;
- A physical manifestation of intense late-19th- and early-20th-century resource extraction;
- A significant reshaping of the estuary of the Klondike River valley as it flows into the Yukon River, caused by that resource extraction; and
- An expression of a planned and continuing townsite, featuring a distinct grid pattern of roads, lots, buildings, and landscape features.

These overall patterns imposed on the natural landscape in a contained area provide a clearly legible framework that is distinguishable from surrounding natural areas. The patterns establish and reinforce a sense of place. The landscape of this place has continued to evolve and mature, creating different character areas.

The Klondike Valley Cultural Landscape

'Klondike Valley Cultural Landscape' is the name this plan gives to the overall area to be managed. It comprises the Lower Klondike River Valley, extending westward from Hunker Creek (just west of the airport) to the confluence of the Klondike and Yukon Rivers. The area includes:



Aerial view of the Klondike Valley Cultural Landscape. (Department of Community Services, Yukon Government)

²⁶ The three categories are defined at <http://whc.unesco.org/exhibits/cultland/categories.htm>, accessed 14 November 2007.

²⁷ Parks Canada, *Dawson Historical Complex Management Plan*, p. 11.

- The Klondike River goldfields and the goldfields in the estuaries of Bonanza Creek, Bear Creek, and Hunker Creek, including the distinctive tailings that were the waste product of the dredges;
- A portion of the Yukon Ditch, which the Yukon Gold Company built to bring water from the Tombstone Range to Bonanza Creek, a distance of about 70 km;
- Tr'ondëk National Historic Site, the Tr'ondëk Hwëch'in fish camp at Tr'ochëk, at the confluence of the rivers;
- The Dawson Townsite along the Yukon River; and
- The slopes of the mountains that define the two river valleys and enclose the Dawson Townsite.

Much of the land in this cultural landscape lies outside the Dawson city limits. The City of Dawson, which commissioned the present Plan, can only control land within its jurisdiction. The remainder of the land is largely either Crown Land or Tr'ondëk Hwëch'in settlement lands. It is therefore recommended that the Yukon Government, which funded this Plan in part and has supported its development, and the Tr'ondëk Hwëch'in should institute complementary controls over time.

It is difficult to appreciate the enormous number and scale of the tailings. Driving along the Klondike highway, one can only see the tailings that are adjacent to the road.

We therefore recommend that one or more locations at higher elevations be promoted and signposted as viewpoints from which to see the tailings. Three optional accessible viewpoints have been identified:

- The lookout at the first hairpin turn going up the Dome Road
- The lookout at the top of the Dome
- The parking lot at the forestry tower east of the Dome, which can be accessed by the secondary road at the last hairpin turn on the Dome Road
- The upper bench south of Tr'ochëk

The illustrations that follow show the first three locations and a simulation of the view from each.²⁸ The bench behind Tr'ochëk would be feasible only at some time in the future, since the settlement land on the bench is intended by the Tr'ondëk Hwëch'in for private use only at present.



Aerial view of the distinctive tailings that characterize much of the Klondike Valley. (Google Earth)

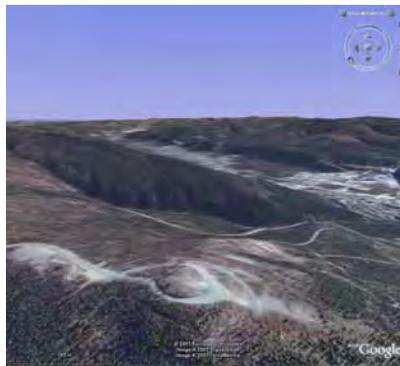
²⁸ The potential viewpoints were identified by John Bryant, Land and Resource Technician, Tr'ondëk Hwëch'in; Bryant also proposed the simulations with Google Earth.



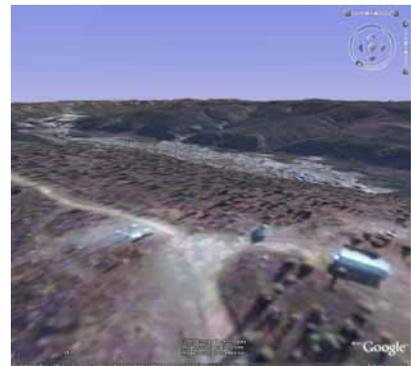
Map indicating three potential viewpoints: Dome Road, top of the Dome, and the Forestry tower. (Google Earth)



The view of the goldfields from Dome Road. (Google Earth)



The view from the top of the Dome. (Google Earth)



The view from the parking lot at the forestry lookout tower. (Google Earth)

3.2 Character Areas

This Heritage Management Plan divides the Klondike Valley Cultural Landscape into eight Character Areas for the purposes of understanding their individual features and providing a basis for management. The present section identifies the character areas and describes their principal character-defining elements.

The chart that follows identifies the components.

Klondike Valley Cultural Landscape

The Dawson Townsite

- Downtown Character Area
- Downtown Transitional Character Area
- Government Reserve Character Area
- East Slope Character Area
- North End Character Area

Beyond the Townsite

- Klondike Valley Character Area
 - Confluence Character Area
 - Bowl Character Area
-

The Dawson Townsite, its five character areas, Beyond the Townsite, and its three character areas are all described in the pages that follows. Each includes a list of character-defining elements (CDEs). In the Dawson Townsite's three commercial and public character areas, the CDEs comprise positive features from the Gold Rush era that are intended to be emulated in infill construction. In the two residential character areas, the CDEs stress the variety of existing house- and landscape-types created over the 20th century, because infill construction is not necessarily intended to reproduce Gold Rush-era features. (See Chapter 4.)

CDEs are usually considered as a component of Statements of Significance that are prepared as part of the Historic Places Initiative. Full Statements of Significance have not been prepared for the present Heritage Management Plan. However, it is recommended that, over time, they be written for each character area and for some or all designated historic places. This recommendation is included in the Implementation Plan in Chapter 7.

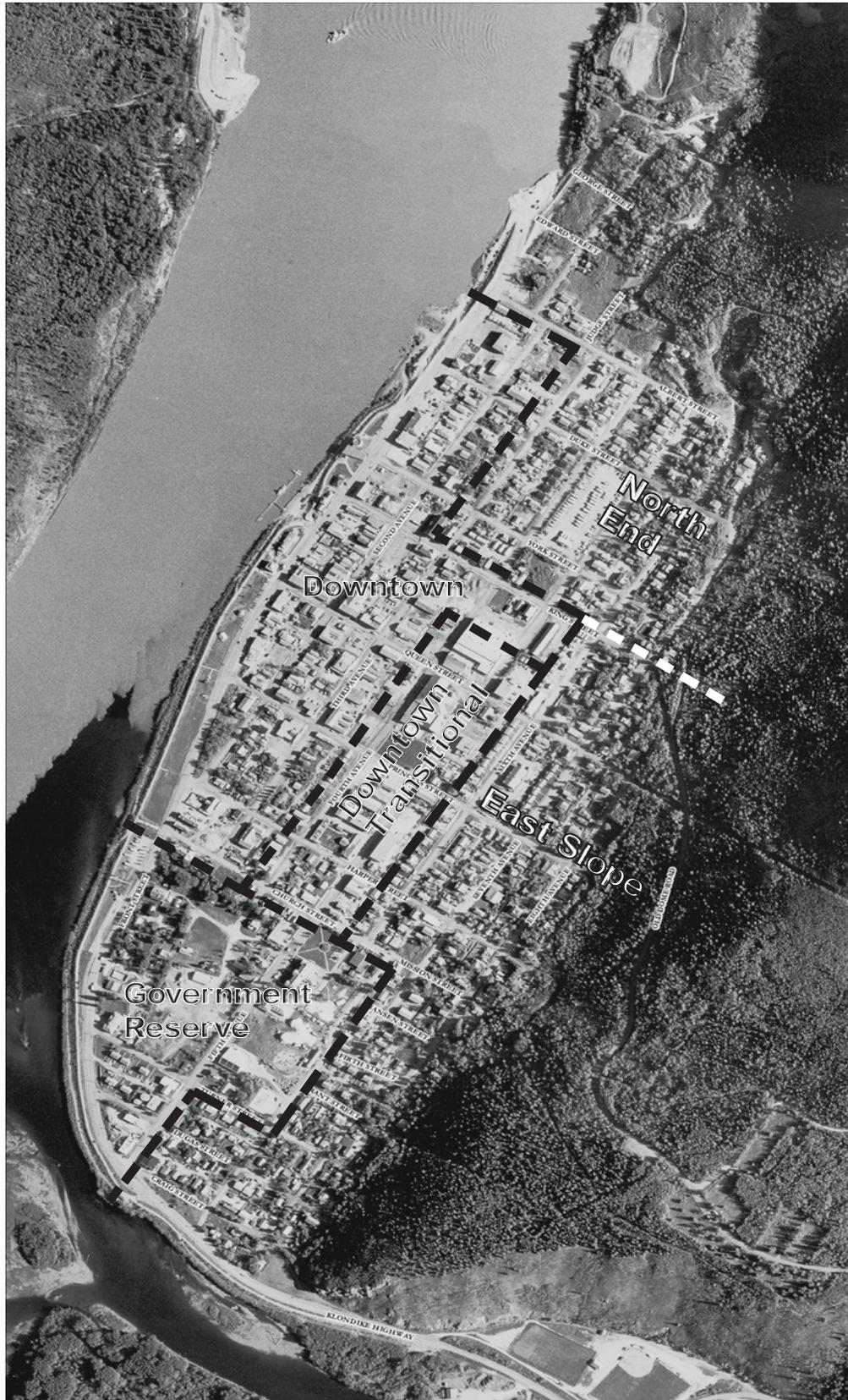
The Dawson Townsite

The Dawson Townsite corresponds to the Historic Townsite Overlay in the present *Zoning Historic Control Bylaw* (1997). It comprises the Dawson Townsite that was surveyed in 1897-98 by James Gibbon, D.L.S. It is enclosed by the Dome and adjacent mountains to the east and north, the Yukon River to the west, and the Klondike River to the south.

The Dawson Townsite also corresponds generally to the Designated Place defined in Parks Canada's Management Plan for the Dawson Historical Complex NHS, except that Parks Canada's Designated Place also extends to the ridge of the Dome and above the Slide. The higher ground is considered to be beyond the Townsite in the present plan.

The principal character-defining elements of the Dawson Townsite include:

- Located on the flats at the confluence of the two rivers.
- The topography rises gently towards the east, providing sloped sites for residential lots along 6th to 8th Avenues, beyond which point the forested slope climbs steeply to a ridge 1,500 feet above the river.
- The topography also rises towards the north, providing for residential lots overlooking downtown.
- The most prominent natural features are the Yukon and Klondike Rivers and the Moosehide Slide, a scar on the face of the slope at the north end of the townsite.
- The townsite is oriented parallel to the river, with major avenues running north-south and streets running east-west. The grid of streets articulates the urban layout and provides the framework within which buildings and structures are organized.
- Narrow lots with mid-block lanes establish the scale of the buildings and the tradition of buildings located close to – or even abutting – each other. Lots are narrower on streets in the residential district.
- The form and mass of buildings is predominantly one- and two-storeys, with few buildings rising to three storeys.
- Commercial buildings are typically gable-ended, with boomtown false fronts of varying height facing the street. Wood siding and wood windows and doors predominate. Corrugated metal roofs have typically replaced or covered early wood-shingle roofs.
- Commercial signage has strong period character.
- Gravel-surfaced roads are bordered by wood boardwalks, overhead services, and power lines.
- Volunteer plants in vacant (and occupied) lots create a disorderly overlay in contrast to the well laid-out grid system of streets and lots.
- Rear yards contain service structures, sheds, and landscape features, leaving front yards generally open to the street.



The Dawson Townsite corresponds to the present Historic Townsite Overlay in the *Zoning and Historical Control Bylaw*. This Heritage Management Plan divides it into five character areas.

1. Downtown Character Area

Boundaries

The Downtown Character Area comprises the area from Church Street at the south to Albert Street at the north, and from Front Street and the dike eastward to an irregular boundary between mid-block of Second and Third Avenues and mid-block of Fifth and Sixth Avenues. The boundaries contain the most attractive and intact streetscapes, particularly First, Second, and Third Avenues, and King Street.

Significance

The Downtown Character Area is the area that best depicts the commercial core of Dawson during the Gold Rush. It contains the town's principal businesses and features a unique collection of Gold-Rush-era commercial architecture, as well as more recent buildings in the Gold Rush manner.



The Flora Dora Hotel is a survivor from the Gold Rush era. The structure remains empty. (H. Kalman)



The Downtown Hotel was built in the early 1980s to accommodate increasing tourism. Its scale is larger than the Flora Dora and other Gold Rush buildings. (Photo: H. Kalman)

Character-defining elements

Topography

- Flat
- Front Street is situated at a higher elevation (about one metre), as it was the original dike.
- The land rises sharply at the present dike, which was built in the early 1980s.
- Park-like setting of the landscape along the dike, which provides a pedestrian walkway along the Yukon River.

Views

- Good views of the Bowl, including the mountains to the east (the ridge that leads to the the Dome), the north (including the Slide) and the west (Top of the World)
- Long views are restricted by the Bowl
- North-south streets have views to the Slide, a natural landmark that provides orientation
- East-west streets have views to the Dome
- Important views from the principal streets to certain public buildings that have become landmarks: e.g. St. Mary's Church, Post Office, Bank of Commerce, and Dänojä Zho Cultural Centre

Buildings and Structures

- Contains most of Dawson's Gold Rush-era commercial buildings
- The dominant character among both old and recent buildings is that of the Gold Rush era
- Typically built close to the side lot lines and the street line
- Commercial buildings typically have false fronts, with elaborate and well-defined cornices, masking gabled roofs whose ridges are perpendicular to the street
- Mixture of 1- and 2-storey buildings, with a few 3-storey buildings
- Building heights are rarely consistent from property to property
- Older buildings tend to be sited close to ground level. Many newer buildings have been raised as high as 1.5 metres above grade, often on gravel and wood pads, to create a crawl space that minimizes damage from freeze-thaw cycles, enables easy access, and rises above the flood plain.
- Generally wood frame or log construction
- Predominantly wood cladding, with some metal cladding
- Many corrugated metal roofs
- Wood windows and doors
- Inset entrances
- Treatments of ground and upper floors are distinct, with fascia signage and other details often providing a transition zone between the two
- Street-level glazing with large windows and panes



The CIBC on Second Avenue is a recent building with Gold Rush features. Its high ground floor and entrance walkway respect the flood plain but alter the streetscape. (Photo: H. Kalman)

- Fire escapes generally on the sides or rear of buildings

Landscape Features

- Gridiron street pattern
- Small lots - many are fragments of the lots originally surveyed - with historic buildings often over lot lines
- Mid-block lanes running north-south, parallel to the numbered avenues
- No setbacks
- Gravel roads
- Wooden boardwalks
- Informal pedestrian ways between avenues
- Clear views of skyline and night sky

2. Downtown Transitional Character Area

Boundaries

The Downtown Transitional Character Area comprises the area between Church Street and mid-block of Queen and King Streets; and between the lane west of Fourth Avenue and the lane east of Fifth Avenue

Significance

This area contains many of Dawson's public and institutional buildings, most of which have been built in the past generation; it also contains some recent commercial buildings and some residential buildings.



The Westmark Inn is a large building whose elevation has been treated as if it were a number of small, Gold Rush-era buildings; however, the uniform flatness of the wall and the design proportions lack any conviction. (Photo: H. Kalman)



The Robert Service School / Dawson Public Library complex uses Gold Rush-era forms and details on a building whose scale is far greater than buildings from the historical period. (Photo: H. Kalman)

Character-defining elements

Topography

- Land begins to rise gently up the hill to the east.

Views

- Good views of the Bowl from most places and glimpses of the Yukon River looking west.

Buildings, Structures, and Infrastructure

- Contains several buildings whose scale and massing are much larger than elsewhere in the Townsite. All have been built in the last two decades; e.g., Robert Service School, Recreation Centre, Westmark Inn.
- Other buildings are a mixture of Gold Rush era and later buildings

Landscape Features

- Gridiron street pattern
- 5th Avenue is a major arterial road, slightly wider than the other avenues

3. Government Reserve Character Area

Boundaries

The Government Reserve Character Area comprises the land from Front Street to the lane behind Sixth Avenue, and from Church Street south to the Klondike Highway.

Significance

This area coincides generally with the land reserved for government building. It contains most of the important historical public / institutional buildings that expressed the authority of Government of Canada and the religious organizations. It also contains residential properties from the early and mid-20th century.



The Old Territorial Administration Building (now the Dawson Museum) is set in Minto Park, establishing the tone for government buildings and landscapes from the Gold Rush era. (Photo: H. Kalman)



The Dawson City Health Centre is a new building whose scale and landscape setting fit the Government Reserve. (Photo: H. Kalman)

Character-defining elements

Topography

- The land is flat, rising gently from Minto Park to 6th Avenue.

Views

- Good views of the mountains on three sides from most vantage points.

Buildings and Structures

- Larger-scaled historic buildings, particularly the Museum (the Old Territorial Administration Building), the Courthouse, and the Commissioner's Residence
- The principal buildings are situated in park-like settings
- The main government buildings are classical in design, in contrast to the general Gold Rush style; the classical architecture expresses the authority of the Government in the years around 1900

Landscape Features

- Several large grassed and landscaped areas, producing park-like settings.
- Deviations from the gridiron pattern, particularly to the north.
- Residentail yards are landscaped with mature trees.

4. East Slope Character Area

Boundaries

From York Street at the north to the Klondike Highway; from Sixth Avenue (exact boundary varies) east up the slope beyond Eighth Avenue, to include the Old Dome Road (Mary McLeod Road), the surveyed Ninth Avenue, and the Cemeteries.

Significance

This was, and remains, the principal residential district of Dawson. A feature of the southern portion of 8th Avenue is ‘Writers Row’, which comprises the residences of Robert Service, Jack London, and Pierre Berton. The first two are open to the public, operated by Parks Canada and the Klondike Visitors Association respectively; the Berton House is occupied by a writer-in-residence. Also includes Dawson’s cemeteries: The Yukon Order of Pioneers cemetery on Eighth Avenue and the group of cemeteries a distance up the Old Dome Road (Mary McLeod Road).



This well-maintained house on 7th Avenue is a survivor from the Gold Rush era. (Photo: H. Kalman)



This row of houses built by the Yukon government and other recent buildings on 7th Avenue suggest the variety of house-types in the East Slope Character Area. (Photo: H. Kalman)

Character-defining elements

Topography

- Slopes up to the east, gently at first and steeply above Seventh Avenue; relatively level north to south.

Views

- Views westward from most streets over the metal roofs of downtown buildings to the Top of the World, with some good views of the Yukon River; excellent view of the Top of the World.
- Views northward from most streets to the Slide.

Buildings and Structures

Contains a wide variety of types of single-family and multiple residential buildings, including:

- Small frame and log Gold-Rush-era houses
- Larger houses built in the last generation, mostly with features inspired by historical forms, but used in a new context
- Mid-20th-century houses, typically small and medium in scale, and designed in the vernacular of the day
- Trailers, many brought in after the flood of 1979
- Standard-design social housing built by the Yukon government since the 1970s
- Multiple-unit housing built by the Yukon government
- Houses are mostly one storey and closely spaced (except where buildings have been demolished and not rebuilt).
- Larger houses are often located on corner lots, two storeys high
- Style of older buildings tends to be small scaled, cottage character, log or frame construction, with the gable end facing the street
- Front entries, porches, or verandas architecturally expressed with ornamentation
- Mainly wood cladding, with some metal; corrugated metal roofs; wood windows and doors

Landscape Features

- Gridiron street pattern, with deviations south of Mission Street
- Many houses are set back from the streets, with front lawns and side yards; some are well tended, others overgrown, many with trees of various kinds
- Cemeteries are open spaces with marked graves, generally in a state of deterioration, and with mature trees
- Hiking trail from Dome Road to Crocus Bluff with lookout

5. North End Character Area

Boundaries

The North End Character Area comprises the land north of York Street to the end of development up the north slope; and between Front Street (north of Albert Street) and the lane between Second and Third Avenues (between Albert and York Streets), eastward to the end of development up the east slope. The townsite gridiron street pattern is maintained north to Albert Street, but beyond Albert the plan deviates from the gridiron.



The North End includes a block of settlement land, over which the Tr'ondëk Hwëch'in has self-government jurisdiction. Other portions of the North End include land that is owned by the Tr'ondëk Hwëch'in and by the Yukon Government, but which is within the jurisdiction of the City of Dawson.



An early log cabin survives in the brush in the North End. (Photo: H. Kalman)



A day care centre built by the Tr'ondëk Hwëch'in on Second Avenue is one of a number of new buildings in the North End. (Photo: H. Kalman)

Significance

This area was a secondary residential district in Gold Rush days, developed in a more transient manner than the East Slope. It has significance today for being the urban portion of the settlement lands governed by the Tr'ondëk Hwëch'in. Both Aboriginal and non-aboriginal residents have lived here for many years. The oldest cemetery in Dawson is located on 3rd Avenue.

Character-defining elements

Topography

- Slopes upwards to both the east and the north.

Views

- Fine views in all directions from most streets, particularly as one ascends the hill. Dominated by the views of the Moosehide Slide to the north and the Yukon River to the west.

Buildings and Structures

- Contains a wide variety of types of single-family and multiple residential buildings, including:
 - Small frame and log Gold-Rush-era houses (similar to the East Slope)
 - Single-family and multiple housing built by the Yukon government and by the Tr'ondëk Hwëch'in since the 1970s
 - Trailers, many brought in after the flood of 1979
 - Many sheds and auxiliary structures to the sides and rear of properties, often unmaintained

Landscape Features

- Gridiron street pattern north to Albert Street; deviations beyond Albert Street.
- Most houses are set within landscaped lots; some set back from the street, others relatively close to it.
- Some landscapes well tended, others overgrown
- Area to the north, beyond Edward Street, is overgrown and partly reforested, with a number of buildings contained within the landscape

Beyond the Townsite

The remainder of the Klondike Valley Cultural Landscape lies beyond the Dawson Townsite. The only parts that fall within the city limits of Dawson are the lower portion of West Dawson and the western portion of the Klondike Valley. These relatively small areas comprise the Klondike River Historic Overlay and the Top of the World Historic Overlay in the *Zoning and Historic Control Bylaw*.

The rest of the cultural landscape lies outside the Dawson city limits. All of it is unincorporated. The land is controlled by either the Yukon Government (as Crown Land or privately-owned property) or the Tr'ondëk Hwëch'in (as settlement lands).

Three separate character areas can be identified. These are defined and described more succinctly than those in the Dawson Townsite because this is not the focus of the Heritage Management Plan.

6. Klondike Valley Character Area

Boundaries

The Klondike Valley Character Area comprises the Klondike River Valley from Hunker Creek to Bonanza Creek (and including Bear Creek and Eldorado Creek) and the Ogilvie Bridge (across the Klondike River). It extends from the river and the creeks up to the ridges of the flanking mountains, including Hunker Summit and King Solomon Dome to the south. The north side of the Klondike River has fewer landmarks of note, but forms an important part of the character area.



The Klondike Valley Character Area is dominated by the tailings from the many dredges that worked the creek beds.
(Photo: Google Earth)



Canadian Klondike Mining Company Dredge No. 4 at work.
(From David Neufeld and Patrick Habiluk, *Make It Pay!*)



Three wannabe prospectors survey Bonanza Creek at Discovery Claim National Historic Site.
(Photo: H. Kalman)

Significance

This area along and south of the Klondike River contained the primary gold fields during the Gold Rush (Bonanza Creek, Eldorado Creek, and Hunker Creek) and during the era of extraction by the Yukon Consolidated Gold Company and its predecessor companies. It contains two national historic sites: Dredge No. 4 NHS and Discovery Claim NHS.

Character-defining elements

Topography

- The character is defined by the Klondike River flowing through a flat-bottom valley with steeply rising forested hills, shaped by descending creeks at either side

Views

- Views along the river bottom are extensive in all directions. Those from the hillsides and the creeks are restricted by trees.

Buildings, Structures, and Artifacts

- The area is strewn with buildings, structures, and artifacts relating to gold extraction, some of them in use, others abandoned.
- The Bear Creek complex (owned and operated by Parks Canada) is situated within this character area; it contains numerous structures that were formerly used by the Canadian Klondike Company and later the Yukon Consolidated Gold Company. Most are utilitarian wood structures.

Landscape Features

- The extensive modification of the natural landscape caused by mining activity is seen primarily in the extraordinary serpentine tailings that snake across the river valley and the numerous ponds
- Rising above the river valley, the landscape is generally treed, with cleared swatches that mark past or current extraction.
- The Yukon Ditch Klondike Syphon, which brought water to Binanza Creek from the Tombsite Range, 70 km to the north. It appears as a scar on the hillside.

7. Confluence Character Area

Boundaries

The Confluence Character Area comprises the confluence of the Klondike and Yukon Rivers and the principal features along the lower reaches of the shoreline, from the Ogilvie Bridge to the east, to the small islands in the Yukon River to the south, to the west shore of the Yukon River, and to beyond the Dawson Townsite (perhaps as far as Moosehide) at the north. It includes Tr'ochëk (which means 'the mouth of the Hammerstone [Klondike] River') and the bench behind it along the south shore of the mouth of the Klondike; Crocus Bluff, west of the Bridge; the lower portion of West Dawson; and the shoreline below the dike on the east (townsite) bank of the River.



View of the Confluence from the Top of the World lookout. The clear waters of the Klondike River flow into the silty waters of the Yukon River. Trochëk is the point of land at the right; the settling pond at the far right remains from mining activity in the early 1990s. (Photo: H. Kalman)

The two shores at the mouth of the Klondike River are currently controlled as the Klondike River Historic Overlay, and the lowest portion of West Dawson is the Top of the World Historic Overlay.

Significance

The most significant historical component is Tr'ochëk National Historic Site, the seasonal fishing camp that was used by the Tr'ondëk Hwëch'in until the arrival of the prospectors. During the Gold Rush it was developed by the newcomers and connected to Dawson by bridges; the settlers called it Klondike City and then Lousetown. Its Gold Rush era features included the terminus of the Klondike Mines Railway. Tr'ochëk is a part of the Tr'ondëk Hwëch'in settlement lands. Several archaeological investigations have been carried out by the Yukon Government in recent years. At present the Tr'ondëk Hwëch'in are implementing the Management Plan for Tr'ochëk by undertaking a number of projects aimed at developing the site for increased use by the Tr'ondëk Hwëch'in, residents of Dawson, and tourism.

Character-defining elements

Topography

- The topography consists of the two rivers and their banks.

Views

- The fine views of the river and the mountains from numerous locations, particularly the Top of the World lookout.

Buildings and Structures

- The lowest range of buildings in West Dawson (within the city limits)
- *George Black Ferry* and the two ferry landings
- *S.S. Keno* National Historic Site
- Docks and boat landings
- The Tr'ondëk subdivision ('C4'), with its innovative housing types

Landscape Features

- The dark blue water of the Klondike River flows into the brown, silty water of the Yukon River, unchanged over time
- Riparian landscape along the shores of the two rivers
- The dike and its landscaped pedestrian walkway

8. Bowl Character Area

Boundaries

The Bowl Character Area comprises the ‘bowl’ between the ridges that surround the Confluence and the Dawson Townsite, including the Dome, the ridge above the Moosehide Slide, the Top of the World, and the rise south of the bench behind Tr’ochëk. It is a comprehensive character area that includes both the Townsite and the Confluence Character Area. The portion on the Dawson Townsite side (east) of the Yukon River, along with the Townsite, is included in the cultural landscape being proposed by Parks Canada for World Heritage Site designation.

Significance

The rivers, the mountains, the slide, the trees, the flats – these combine to make up the natural landscape that surrounded Dawson and Tr’ochëk, which have been the setting for the inhabitants of the area over time.



An aerial view of the Bowl, with the summit of the Dome at the upper right and the slide to its left, the Top of the World summit at the left, Trochëk and its bench at the bottom, and the confluence and the Dawson townsite between them. (Department of Community Services, Yukon Government)

Character-defining elements

Topography

- Steeply sloping mountainsides, with the flat land of the Dawson City townsite at the bottom
- Low bench (Tr’ochëk) south of the confluence, with a higher bench beyond it
- Sheer drop on the west bank of the Yukon River, from the Top of the World viewpoint to the water

Views

- Stupendous view of the large cultural landscape and the townsite from the viewpoint on the Top of the World Highway
- Unobstructed views in several directions from Crocus Bluff
- Views from the Dome of the Townsite and the entire Bowl

Buildings

- West Dawson residential subdivisions

Landscape Features

- Moosehide Slide to the north
- Treed mountains on three sides
- Yukon and Klondike Rivers
- Rocky outcrops, including near Tr’ochëk, Crocus Bluff and the Slide

3.3 Heritage Management Areas

This plan recommends that the eight Character Areas should be regulated as three Heritage Management Areas. We propose that the name 'Heritage Management Area' replace 'Historic Control District'. The areas will continue to be administered as zoning districts, as enabled by the *Municipal Act*.²⁹

1. Downtown Heritage Management Area

- Comprises three character areas:
 - Downtown Character Area
 - Downtown Transitional Character Area
 - Government Reserve Character Area



2. Residential Heritage Management Area

- Comprises two character areas:
 - East Slope Character Area
 - North End Character Area



3. Valley, Confluence and Bowl Heritage Management Area

- Comprises three character areas:
 - Klondike River Character Area
 - Confluence Character Area
 - Bowl Character Area

Recommendations for the management of these areas are found in Section 4.1.

²⁹ We suggest that the Yukon Government give consideration over the longer term to amend the *Yukon Historic Resources Act* to enable the designation of Heritage Conservation Areas, generally following the British Columbia model. This designation would enable the use of heritage protection (i.e., demolition control), would also permit a district schedule that would specify which properties within the area are protected and which exempted, and would continue to enable design guidelines. Should this territorial legislation be introduced, we recommend that the Heritage Management Areas be converted by municipal bylaw to become Heritage Conservation Areas.

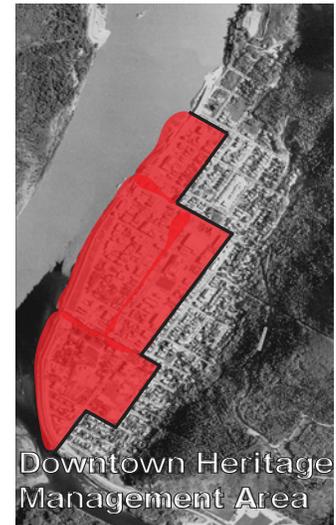
4. Recommendations for Heritage Management

4.1 Recommendations for the Heritage Management Areas

1. Downtown Heritage Management Area

Management Guidelines

- *Protection:* All buildings and structures, including deteriorated and derelict structures, are protected by designation under the provisions of the *Yukon Historic Resources Act*.³⁰
 - The City has the discretion to permit demolition of buildings and structures less than 40 years old if the proposed replacement would improve the quality of the built environment.
 - Buildings and structures 40 or more years old may be demolished only in exceptional circumstances.
 - Demolition may occur only after issuance of a Development Permit for the site.
 - ◊ A deposit may required upon issuance of a Demolition Permit, to ensure that the development which has been permitted actually takes place. Every effort must be taken to prevent the creation of additional vacant land.
 - The City should discourage demolition of unsafe buildings and encourage their repair by offering incentives.
- *Incentives:* Protection by designation and conservation work will be accompanied by incentives for conservation.
 - The incentives may include grants, loans, technical assistance, and planning relaxations to offset financial hardships that could result from the conservation of historic resources.
 - ◊ Incentives are described in Section 4.2.
- *Treatment of historic buildings:* Conservation work will follow the existing *Design Guidelines for Historic Dawson*, Parks Canada's *Standards and Guidelines for the Conservation of Historic Places in Canada*, and the 'Design Guidelines for Architectural Conservation and Infill' prepared as part of this Heritage Management Plan and contained in Chapter 6.
 - Post-Gold Rush buildings should not be altered to look like Gold Rush buildings; they should be respected for what they are, which helps to illustrate and interpret the full history of Dawson.



³⁰ Protection will be done by means of heritage designation of individual resources. In the future, should new Territorial legislation enable the creation of heritage conservation areas, individual protection will be reserved for outstanding buildings and landscape features, and the remainder will be managed through area designation.

- The objective is to achieve an appropriate balance between property maintenance and relic character. It is appropriate to allow signs of age ('patina') to remain, as long as they do not threaten the physical integrity of the structure.
- Moving historic buildings: A historic building may be moved within the Dawson Townsite if there is a compelling reason to do so, and if moving would conform to all zoning regulations. A building may be moved to Dawson if it conforms to zoning regulations and to the Design Guidelines (see Chapter 6). There is a long tradition of moving buildings within Dawson and to Dawson from other places.
- *Treatment of new infill construction:* Buildings should replicate (reconstruct) the external design of the building that stood on that particular site during the Gold Rush era (ca. 1898-1910), when there is sound historic evidence as to the appearance of the former building.³¹
 - Replication refers only to massing and exterior design of the former building as seen from the street. The footprint and the appearance may be altered towards the rear of the site, as illustrated in Section 6.3 of this report. Adjacent buildings in common ownership that are detached at the front may be connected at the rear to provide larger spaces and better interior circulation than detached buildings allow.
 - Parks Canada's streetscape elevations (1974), historic photographs of Dawson buildings, and other reference material will be used as a guide to indicate the appearance of the former buildings.
 - An alternative source for replication may be selected when the height and/or massing of the former building is either too large or too small to accommodate the building program proposed



A view of Queen Street, looking east. (Photo: H. Kalman)

³¹ Replication of demolished historical buildings is discouraged by most heritage charters. The Parks Canada *Standards and Guidelines* dismiss this approach: 'Reconstruction or reconstitution [i.e., replication] of a disappeared cultural resource is not considered conservation and is therefore not addressed in this document.' However, Dawson presents an exceptional situation, because maintaining and enhancing the character of the whole are so important to the visitor experience. This plan therefore recommends this approach. It suggests replicated buildings should follow the principle of distinguishability, in that they should be distinguished from authentic historic buildings on close inspection. Differences may be seen in details such as window glazing and/or in interpretive features, such as inscriptions or plaques with the date of construction.

by the property owner; or when there is insufficient sound historic evidence as to the appearance of the former building to enable good replication. In either situation, the owner and the City may work together to select as a model for replication another building that formerly stood in the same vicinity, and which was the appropriate scale. The replication should not duplicate an existing building. In any case, the new replica must conform in size and scale to zoning regulations.

- Historic landscape features that are visible from the street are protected.
- New landscape features should follow historical design principles and are subject to design review in the development permit process.

Variations for individual Character Areas

- *Downtown Transitional Character Area:* Consideration may be given in exceptional circumstances to the construction of buildings that are larger than those that existed in the Gold Rush period, in which case the Dawson Style, rather than replication, should be adopted. This exception may be permitted when the building program proposed by the property owner is of a scale that is larger than historical precedent. Guidelines for large buildings are provided in Section 6.4.
- *Downtown Character Area:* Corner lots at intersections are particularly important to re-establish the historical character of this area. The owners of vacant corner properties should be encouraged to build on them, with replications of the buildings that stood there during the Gold Rush.
- *Government Reserve Character Area:* Landscape features, both historic and new, are particularly highly valued and must follow historical design principles.

2. Residential Heritage Management Area

Management Guidelines

- All buildings and structures, including deteriorated and derelict structures, are protected by designation under the provisions of the *Yukon Historic Resources Act*, as in the Downtown Heritage Management Area.
- Protection will be accompanied by incentives for conservation will be enabled, as Downtown (see Section 4.2).
- *Treatment of historic buildings:* Same as Downtown
- *Treatment of new infill construction:* Three optional approaches are permitted: replication of the former building on the site *or* replication of another historic residence in the vicinity *or* a new design in the Dawson Style. The Dawson Style is recommended
- *Historic and new landscape features:* Same as Downtown.



Variations in particular areas

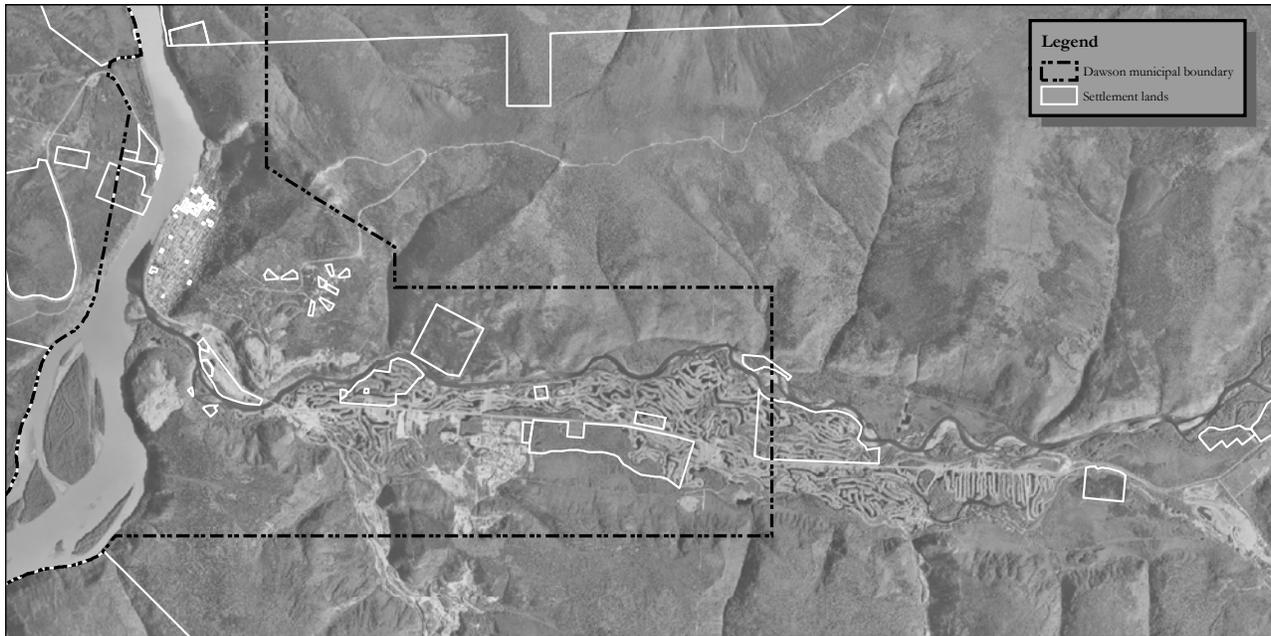
- *Tr'ondëk Hwëch'in settlement land:* With respect to the Tr'ondëk Hwëch'in settlement land in the North End (over which the TH has full jurisdiction), in time the Tr'ondëk Hwëch'in may choose to institute a heritage management bylaw of its own. In the interim it is anticipated that the Tr'ondëk Hwëch'in may either agree to comply with the present recommendations, or else may propose modifications to the recommendations that meet the needs and vision of both themselves and the City of Dawson.
- *Dome Subdivision:* The Dome Subdivision lies outside the Residential Heritage Management Area, and replication of former Gold Rush era buildings is discouraged. Either the Dawson Style or good contemporary design would be acceptable for new construction.

3. Valley, Confluence and Bowl Heritage Management Area

Management Guidelines

- All natural and historic landscape features that are valued by the community are protected.
 - Historic landscape features include many of the dredge tailings and ponds.
 - Natural and historic landscape features of value will be identified in the Municipal Inventory of Historic Sites (if within the City limits of Dawson), the Tr'ondëk Hwëch'in Lands and Heritage Database, or the Yukon Historic Sites Inventory (if beyond the City limits and not in settlement lands). See Appendix 3 for a discussion of these inventories.
 - Alterations to inventoried natural and historic landscapes may occur only in exceptional circumstances, where the proposed new development is clearly an enhancement to the community and the landscape.
 - Note: The Official Community Plan enables new development within those parts of the Valley, Confluence and Bowl Heritage Management Area that are within the jurisdiction of the City of Dawson. Consideration should be given to having development permits be assessed in part on the basis of minimizing their impact on the landscape, rather than on the current requirement that they display historical character.
- The principal historic structures and equipment (including moveable derelict equipment) that are remnants from gold extraction, and which are identified in the appropriate inventory, are protected.
 - Removals and alterations of these artifacts may occur only in exceptional circumstances.
- Protection will be accompanied by incentives for conservation (see Section 4.2).
- New development should represent good new architectural design and planning, and not reflect the Gold Rush style. The Dawson Style (see Chapter 6) is an acceptable alternative.
- The 'Riverboat Graveyard' in West Dawson is intended to be protected, according to the Official Community Plan. However, the Yukon Government has chosen to allow it to collapse into the landscape.

- Regulation will be shared among the City of Dawson, the Tr'ondëk Hwëch'in, and the Yukon Government.



The Klondike Valley falls under the jurisdiction of three governments. The broken black line indicates the Dawson municipal boundary; the area within it is controlled by the City of Dawson. The areas enclosed in white are Tr'ondëk Hwëch'in settlement lands, over which the TH has full jurisdiction – whether or not they lie within the municipal boundaries. All other land is under the jurisdiction of the Yukon Government. (Map: Tr'ondëk Hwëch'in; Data: Yukon Community Services and Canada Centre for Cadastral Management, NRCan)

4.2 Procedures for Heritage Management

Municipal management of applications for development will be modified in a few ways:

- The Planning Board will be reconstituted as the Heritage Advisory Committee, as defined by the Yukon Historic Resources Act. Its primary responsibility will be the review of applications for development that are regulated by the new Zoning and Heritage Management Bylaw; i.e., applications for properties within the Heritage Management Areas. Additional responsibilities, which will be defined by The City, will include community heritage programmings education, and commemoration.
 - Members of the Heritage Advisory Committee are appointed by Council and serve at the pleasure of Council.
 - The Heritage Advisory Committee advises Council on matters relating to heritage management, and on any other matters that Council may choose to delegate to it.
 - Council will define appropriate terms of service for members of the Heritage Advisory Committee.

- The City will determine the responsibility for the non-heritage duties of Planning Board (e.g. changes in land use).
- All applications for development will be submitted to the Development Officer, who determines whether the application is sufficiently complete. In order for an application to be considered complete and ready for consideration, the material submitted must include all the items on a checklist developed for this purpose. This may be the existing checklist, the list proposed at the end of Chapter 6 of this report, or any other appropriate checklist.
 - All applications for development will be expected to follow the various sets of guidelines identified in Chapter 6.
- An application for a minor alteration will be considered by the Development Officer, who may refer it to other staff and/or to the Heritage Advisory Committee at his discretion.
 - A 'minor alteration' is defined as a proposed change to a rear or side deck or porch; rear or side windows, a ramp, a backyard shed or other rear accessory building, or something else of this scale.
- An application for a major alteration will be received by the Development Officer and referred to the Heritage Advisory Committee for consideration.
 - A 'major alteration' is defined as a proposed change to a front porch, front-facing windows or doors, a change in the size of a window or door opening, an accessory building that is clearly visible from the street, an addition that is larger than a rear porch, a proposed sign, or anything else that will affect the appearance of the building in a significant manner.
- An application for new infill development (i.e., a new building) will be received by the Development Officer and referred to the Heritage Advisory Committee for consideration.
- For a proposed major new building or a very large alteration, the Heritage Advisory Committee may request the City to provide external technical advice to help with consideration of the application. The Development Officer may also choose to provide external technical advice for a particular application.
 - External technical advice may be requested from the Yukon Government, Parks Canada, another government agency, and/or a private sector architect or consultant. The cost of external consultation may be taken from the general budget for heritage management, perhaps supplemented by the revenue from an increased application fee for larger projects.
- If an application that has been considered by the Heritage Advisory Committee is referred back to the applicant for revisions, the Committee will decide whether it wants to see the second submission or whether it should be considered only by staff.
- If the Heritage Advisory Committee and staff disagree on an application, then the application will be referred to Council for a final decision, which will be based on what is in the best interests of the community.

4.3 Heritage Incentives

As discussed earlier in this report, heritage conservation is the management of change. It does not avoid change. A balanced heritage management program includes both constraints ('sticks') and incentives ('carrots').

Heritage constraints are required to prevent the deterioration and demolition of valued heritage resources. They benefit the general public by enabling the conservation and enhancement of heritage resources, thereby providing public amenities for posterity. Constraints include:

- Heritage protection
- Demolition control
- Design control
- Minimum maintenance standards
- Controls against visual nuisances

At present all these constraints are in effect for some or all properties in the Dawson Townsite, as a result of the *Yukon Historic Resources Act*, the *Zoning and Historic Control Bylaw*, or the *Property Maintenance and Nuisance Abatement Bylaw*. The recommendations in this Heritage Management Plan would extend and modify the constraints in some situations.

Heritage constraints sometimes place a financial burden on individual property owners. It is intended that the potential hardships to individuals should be offset with a comprehensive and integrated program of *heritage incentives*. They can be offered in return for, or to encourage, the conservation of private property. Both the constraints and the incentives – the sticks and the carrots – can be made more effective and equitable by building the capacity to administer them.

The following is a description of heritage incentives that are used successfully in some other jurisdictions:³²

Financial Assistance

Financial assistance may include:

- Grants or loans to property owners for the conservation and enhancement of protected heritage property.
 - The grants or loans might be offered by the City of Dawson, the Yukon Government, the Tr'ondëk Hwëch'in, and/or a purpose-formed heritage foundation.
 - Loans may be structured to carry low interest and/or be issued in relative high-risk situations.
 - See the discussion of a Heritage Fund Bylaw in Section 5.2.

³² The Province of British Columbia has a particularly effective 'tool kit' of incentives, which are enabled by Part 27 of the *Local Government Act*. See *Heritage Conservation: A Community Guide* (Victoria, 1995). The original book is out of print, but an up-to-date version is available on line at http://www.cserv.gov.bc.ca/heritage_branch/conserv/intro.htm.

- Property tax exemptions: reduction or forgiveness of property taxes may be provided for a set number of years in return for a conservation initiative.
 - As an example, a successful program of property tax forgiveness for up to 10 years is offered by the City of Victoria, BC, as enabled by the provincial legislation.

Planning Relaxations

Planning relaxations are non-monetary incentives that provide a property owner with greater flexibility in applying the zoning bylaw. It is important that the relaxations should not compromise good urban design. Some relaxations that could be effective in Dawson include:

- Permitting a duplex or a second dwelling in a single-family residential zone.
 - In the Residential Heritage Management Area, it might be effective to allow houses to be used as duplexes; or to permit existing secondary structures (sheds, garages, etc.) to be upgraded to provide a secondary suite. This would increase the density in the Dawson Townsite, meeting the present municipal policy to encourage a compact town.
 - Another incentive would allow the construction of a semi-permanent tent (perhaps in the form of the wall-tents that were used during the Gold Rush era) to be rented out for summer occupation. This would help to relieve the need for additional seasonal accommodation. It would provide property owners with supplementary income while also recalling an aspect of the appearance of Dawson during the Gold Rush. (Technical issues such as sanitary facilities would have to be addressed.)
- Relaxing other land-use requirements, such as by permitting a Bed and Breakfast or a home occupation in a single-family residential zone; or by permitting additional commercial or residential uses in a commercial zone.
- Relaxing density. A provision can be made to allow density bonusing in exchange for heritage conservation. Additional density in the commercial area enables more rentable space; additional density in the residential area enables more comfortable housing and/or larger rentable suites. Both compensate the owner for the potential cost of conservation. As a guideline to consider, perhaps the Development Officer may permit a 10% density bonus on the advice of the Heritage Advisory Committee; and perhaps Council may permit up to a 20% bonus.
- Relaxing rear and side yard setbacks. This would be appropriate in both the Downtown Heritage Management Area and the Residential Heritage Management Area, to enable existing buildings and new replicas to occupy a larger footprint towards the rear of the property and thereby provide more usable floor space.
 - This is addressed in the Design Guidelines in Chapter 6.
- Relaxing parking requirements. This might be helpful in the Downtown Heritage Management Area. Parking relaxations are already enabled by the Territorial legislation.

Planning relaxations can be considered as variances, which are enabled by the Municipal Act for any 'unspecified unusual condition.' In this situation they are given in exchange for heritage conservation. Relaxations should

be addressed on a case-by-case basis. The relaxations / bonuses / variances should be described in the Official Community Plan and enabled in the Zoning and Heritage Management Bylaw.³³

Building Code Equivalences

The *National Building Code* and some provincial and municipal codes (e.g. the *BC Building Code Heritage Building Supplement* and the *Vancouver Building Bylaw*) substitute performance-based requirements for prescriptive requirements. This enables greater flexibility for historic buildings without compromising life safety. It is recommended that the Yukon Government make modifications to its building statutes to enable this.

Technical Assistance

Property owners would benefit from receiving technical assistance during the development permit application process. This might include:

- Assistance with building design
- Providing visual resources with potential sources for designs (e.g., by compiling a DVD with old photographs and old architectural pattern books)
- Assistance in identifying appropriate building trades and materials

Increasing the City's technical capacity (see the next section) would provide the skills to offer this assistance.

Technical support may be solicited from the Yukon Government, consistent with the mandate of the Cultural Services Branch to support municipalities; and from Parks Canada, consistent with the policy in the Dawson Historical Complex NHS Management Plan stating that the agency should support heritage matters not directly related to national historic sites. It would be particularly helpful if one or both of those agencies were to relocate a member of its architectural or technical staff from Whitehorse to Dawson. Another way of achieving outside support would be to approach the major organizations that build in Dawson, such as Yukon Housing and Holland America, to ask them to retain architects who are experienced in producing good design in a heritage context.

Increasing Technical Capacity

The heritage conservation process can also be enhanced by increasing the City of Dawson's technical capacity and resources with respect to heritage conservation, planning, and design. This might include:

³³ There is a precedent for this. The City of Whitehorse allows the Development Officer to approve a 10% variance on zoning regulations (e.g., setbacks, height, minimum lot size) in the downtown core without going to the Planning Committee for review; and Whitehorse offers a 20% density bonus for seniors' housing developments. Information from Mike Gau, Manager of Planning and Development, City of Whitehorse. Note that density bonusing is neither specifically enabled nor forbidden in the *Municipal Act*.

- Specialized training in heritage conservation for the Heritage Advisory Committee, staff, and private-sector building designers
- Inviting visiting architects and conservation specialists to provide technical assistance and/or provide support to Planning Board and staff
- Requiring that a member of municipal and/or Tr'ondëk Hwëch'in and/or Chief Isaac Incorporated staff have heritage design and planning skills.

4.4 Additional Tools for Heritage Conservation

Several additional legislative tools are available to the City of Dawson under the *Yukon Historic Resources Act* and the *Municipal Act*. These may assist with the implementation of the recommendations in this plan. These tools include the ability of the City to acquire designated Municipal Historic Sites, to enact a bylaw to require certain standards of property maintenance within the City, and to establish a Business Improvement Area to facilitate improvements to the commercial core. Each of these tools is described in more detail below.

Acquisition of Municipal Historic Sites

A situation may arise where the City of Dawson wishes to acquire a designated Municipal Historic Site. Under section 52 of the *Historic Resources Act*, a municipality may acquire a Municipal Historic Site by gift, purchase, lease, exchange, or expropriation under the *Expropriation Act*, if the municipality believes this acquisition to be in the public interest. In addition, the City of Dawson may sell, give, or lease a Municipal Historic Site that it owns to an individual or group (e.g., a public heritage foundation), and can attach conditions regarding the use or development of the site to this transfer.

Property Maintenance

The City of Dawson recently established minimum standards with respect to repair and maintenance of property (Bylaw 07-03). This will allow the City to take action against property owners who allow their buildings to fall into disrepair and become unsightly.



View of the unmaintained former Bank of Commerce and the S.S. Keno National Historic Site, with the dike behind them, 2007. (Photo: H. Kalman)

Business Improvement Areas

The City of Dawson may wish to establish a Business Improvement Area (BIA) in the commercial portion of the downtown. The City may, by zoning bylaw, designate any area as a BIA and may establish a board or commission to promote the area and to maintain or improve any municipally-owned properties in the area. Funds are raised by means of supplementary levies on property owners and/or businesses within the BIA. The City may also raise funds to be applied to improvements in the BIA.

A BIA would be a useful entity for undertaking improvements to downtown public spaces – e.g., maintaining boardwalks and landscape. The BIA could also own properties, but we recommend that the steward of heritage properties should be a separate heritage foundation.

Heritage Foundation

Consideration should be given to forming a Heritage Foundation as a non-profit society at arm's length from the City of Dawson. Its purpose would be to raise and distribute funds to assist with heritage conservation, and perhaps also to own and lease (to private or public operators) heritage sites that have been acquired by City and transferred to it. The proposed Heritage Fund Bylaw (Chapter 5 and Appendix 5) enables this.



Klondike Kate's is one of many Dawson businesses that close during the winter. The *Property Maintenance and Nuisance Abatement Amendment No. 1 Bylaw* (2008) provides standards for placing plywood over doors and windows, in order to improve the appearance of Dawson during the winter months. (Photo: H. Kalman)

4.5 Heritage Interpretation

Heritage management comprises both conservation and interpretation – or, as Parks Canada states it, protection and presentation. This is affirmed in the Management Objectives for Dawson in Section 1.2, above.

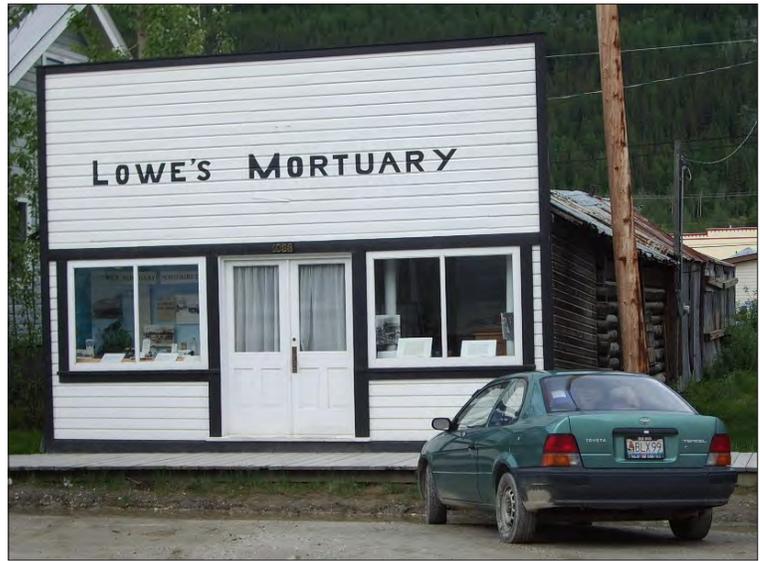
A strong program of interpretation is essential to provide a good visitor experience. At present some 60,000 visitors come to Dawson every summer,³⁴ an admirable number given the city's isolation and the short tourist season. Interpretation at present is quite varied. The principal interpretive activities are:

- Exterior signage and window displays in the buildings that comprise Parks Canada's Dawson Historical Complex National Historic Site
- Plaques along the dike walkway
- Walking tour booklets of Dawson City and the cemeteries prepared by the Yukon Government
- Guided tours offered by Parks Canada in the Townsite and at Dredge No. 4 National Historic Site; as many as 10 programs are offered each day in high season
- Exhibits and activities provided by the Dawson City Museum
- Exhibits and activities at Dänojà Zho, the Tr'ondëk Hwëch'in cultural centre on Front Street
- Poetry readings provided by Parks Canada at the Robert Service Cabin
- Information provided by the Klondike Visitors Association at their visitor centre on Front Street and at the Jack London Interpretation Centre
- Street theatre offered by Parks Canada and the Museum
- Production at the Palace Grand Theatre on Canada Day
- Discovery Day celebrations
- Gambling at Diamond Tooth Gertie's Casino
- Old-timers tell stories at the Aurora Hotel ('dinner with a local')
- Bus tours offered by the private sector and by the cruise lines (for their clients)
- Publications available for sale at some retail outlets
- Gold-panning offered by the private sector on Front Street and at Guggieville
- Gold nuggets offered for sale at some retail outlets

³⁴ Klondike Visitors Association.

Interpretation is provided mostly by government agencies and the non-profit sector (Parks Canada, Tr'ondëk Hwëch'in, Dawson City Museum, and KVA), with relatively little contribution from the private sector. Some recent private-sector initiatives have failed; it would be instructive to know whether this reflects on the products, the marketing, the pricing, or poor visitor take-up.

Despite the many interpretive opportunities, it seems that there could be more of them – or perhaps better marketing of existing programs – given the variety and depth of the historic resources, the additional stories that could be told effectively, and visitors' thirst for these stories. Some popular programs have been discontinued, such as tours of Bear Creek (an excellent opportunity to interpret the era of the dredges) and puppet shows for children. For many visitors the Dawson experience is quite passive, even bordering on dull. Summer visitors are often seen wandering or driving aimlessly along the streets, searching for something to do. Not everybody likes to spend their time looking at old buildings. And many buildings lie vacant and unanimated, creating 'dead zones' – this includes several owned by Parks Canada, which are identified as such with signs and window displays. The Palace Grand Theatre is mostly dark. In short, interpretation could be improved.



Lowe's Mortuary, believed to be the oldest building in Dawson, is owned by Parks Canada and interpreted with exterior window displays. There is an opportunity to enhance street activity by occupying and using 'dead' buildings such as this, whether the occupant is Parks Canada or a tenant. (Photo: H. Kalman)

Addressing interpretation lies beyond the scope of this Heritage Management Plan. Nevertheless some strategies to improve this area of visitor services are offered below. Some of these ideas are based on experiences at other historic mining towns. Three such places are described in Appendix 7: Sovereign Hill and Coober Pedy in Australia, and Tombstone in Arizona, USA.

- The private sector can and should have a greater role in providing interpretive programs, with some oversight to ensure a reasonable level of authenticity. Presentation can be profitable!
- Parks Canada should ensure that all its properties in the Dawson Townsite are occupied and used, and that where possible this should provide some animation, whether they are used for commercial, residential, and/or interpretive purposes, and whether they are occupied by Parks Canada or by tenants.
- Street animation is particularly effective. Activities might include more intensive use of street theatre, costumed staff, and period vehicles.
- The visitor should be offered a broad array of presentation opportunities.



The hydraulic mine operations were a popular tourist stop in the 1920s and should be re-introduced (PC, KNHS No.32; from David Neufeld and Patrick Habiluk, *Make it Pay!*)

- The visitor should have the opportunity to participate in evening activities. Staging nightly shows at the Palace Grand Theatre should be a community priority.
- Gold and the gold industry should have a much larger role in interpretive programming. This can include tours of the goldfields, observation of active gold claims, explanations of how gold is extracted, and increased retail marketing of gold nuggets and jewellery.
- The interpretation would benefit from emphasizing a few specific events and personalities.
- Visitors should have ample opportunities for guided tours in the natural landscape, whether on land or on water.
- The considerable literature on Dawson and the Klondike should be more readily available for retail purchase.

This plan recommends that a joint committee, representing tourism operators in the public, non-profit, and private sectors, be formed to address how interpretation and public programs can be enhanced, co-ordinated, and jointly marketed, as well as recommending appropriate pricing levels. An overall business plan for public programming would supplement this initiative.

5. Heritage Management Bylaws

Consistent with the recommendations in Section 4.1 and elsewhere in this plan, several modifications are proposed to the City of Dawson's bylaws. These changes include:

- Revisions to the boundaries and historic themes of the three Historic Control Overlay Districts in the existing Zoning and Historic Control Bylaw
- Enactment of two new bylaws:
 - A Heritage Bylaw
 - A Heritage Fund Bylaw.

Several other legislative tools applicable to heritage conservation that may assist with implementation of this plan are discussed in Section 4.4. These tools relate to the acquisition of historic sites by the City, the maintenance of private property, and the establishment of Business Improvement Areas.

The Official Community Plan will require numerous changes to conform to the recommendations in this Heritage Management Plan.

This Chapter discuss the bylaws and their purposes. Appendix 5 provides draft texts of the three bylaws. The material will require legal review.

5.1 Revision of the Zoning and Historic Control Bylaw

This plan recommends that the revised *Zoning and Historic Control Bylaw* be named the *Zoning and Heritage Management Bylaw*. It also recommends that the three Historic Overlay Districts be revised to reflect the boundaries and management principles of the three Heritage Management Areas described in Sections 3.3 and 4.1 of this plan.

The Downtown Heritage Management Area

The Historic Townsite Overlay District should be divided into two new Heritage Management Areas as identified in Section 3.3: the Downtown Heritage Management Area and the Residential Heritage Management Area.

Consistent with the existing Historic Townsite Overlay, the primary purpose of the Downtown Heritage Management Area will be to maintain the architectural style, streetscapes and landscape character and features common during the 1898 Klondike Gold Rush era. However, this will be expanded to include the retention of later architectural styles for extant valued resources from the later periods.

Parks Canada's *Design Guidelines for Historic Dawson*, the *Standards and Guidelines for the Conservation of Historic Places*, and the Design Guidelines for Architectural Conservation and Infill prepared for this Heritage Management Plan (Chapter 6) should be applied to the Downtown Heritage Management Area and referred to directly in the text pertaining to this Area in the *Zoning and Heritage Management Bylaw*.

The Residential Heritage Management Area

The purpose of the Residential Heritage Management Area will be to maintain the architectural style, streetscapes and landscape character and features common during the Klondike Gold Rush era (1896-1910), as well as extant valued resources from later periods and the 'Dawson Style' described in Chapter 6.

Parks Canada's *Design Guidelines* and the *Standards and Guidelines*, as well as the Design Guidelines for Architectural Conservation and Infill (Chapter 6) prepared for this Heritage Management Plan, should be applied to the Residential Heritage Management Area and referred to directly in the text pertaining to this Area in the *Zoning and Heritage Management Bylaw*.

The Valley, Confluence and Bowl Heritage Management Area

Following the recommendations in Section 4.1, the boundaries of the Klondike River Historic Overlay District and the Top of the World Historic Overlay District should be amalgamated to form the municipal portion of the Valley, Confluence and Bowl Heritage Management Area. As has been noted above, this plan recommends that the Tr'ondëk Hwëch'in and the Yukon Government manage the non-municipal portion of this area.

The purpose of this Area should be broadened to include not only the maintenance of Gold Rush era architecture, but also the protection of natural landscape features, as well as landscape features, buildings, and structures that relate to gold extraction, including the tailings.

Park's Canada's *Design Guidelines for Historic Dawson*, the *Standards and Guidelines*, and the Design Guidelines for Architectural Conservation and Infill prepared for this Heritage Management Plan should be applied (as indicated in Chapter 6) to the Valley, Confluence and Bowl Area, and referred to in the text pertaining to this Area in the amended *Zoning and Heritage Management Bylaw*.

Planning Incentives

A series of planning incentives will be introduced to help offset the cost of conserving historic resources. The *Yukon Municipal Act* currently provides for exemptions from parking requirements, as well as enabling the provision of grants or loans to any individual or group for property taxes and municipal fees or service charges. The City of Dawson *Official Community Plan* already supports relaxation of on-site parking requirements in the downtown core to preserve historical streetscapes. Additional planning incentives will be proposed in the revised *Zoning and Heritage Management Bylaw*, consistent with the kinds of incentives described in Section 4.3 above. The incentives will be supplemented by the grants, loans, and professional / technical assistance enabled by the *Yukon Historic Resources Act* and confirmed in the proposed Heritage Fund Bylaw.

Amendments to the Official Community Plan

The policy statements in schedule A, Section 8, 'Architectural Control and Heritage Conservation' of the City of Dawson *Official Community Plan* should also be amended to reflect the revised Heritage Management Areas and their management principles.

5.2 Heritage Bylaw and Heritage Fund Bylaw

The zoning regulations and accompanying design guidelines for the three Heritage Management Areas will ensure that future conservation, renovation, and development activity will respect the architectural design, streetscapes and landscapes that are of heritage value to the City of Dawson. The zoning bylaw cannot, however, protect historic buildings from demolition. Thus, to further protect historic resources from demolition, disrepair, and inappropriate alteration, this plan recommends that the City of Dawson enact a Heritage Bylaw under the *Yukon Historic Resources Act*. In addition to providing protection from demolition, the Heritage Bylaw also enables the City of Dawson to require owners or lessees of Municipal Historic Sites to take steps to maintain the property, in exchange for financial assistance, technical assistance, or planning incentives from the City.

In order to provide a means for the City to set aside and raise funds for heritage conservation, and subsequently to provide grants or other financial assistance to property owners of historic resources, this plan also recommends the creation of a Heritage Fund Bylaw under the *Yukon Municipal Act*. The City will be able to receive donations and gifts to this Heritage Fund and issue tax receipts to donors.

Heritage Bylaw

A Heritage Bylaw will provide the City of Dawson with a means to designate historic resources within City limits as Municipal Historic Sites, thereby protecting the heritage character of these sites. Whole buildings or structures, portions of buildings or structures, land parcels, or other sites may be designated. In addition to buildings and structures of heritage value, natural landscape features important to the Tr'ondëk Hwëch'in and other segments of the Klondike Valley community, structures related to gold extraction, and portions of the tailings may become designated Municipal Historic Sites. The list of documented Historic Resources within the Dawson City limits in the Yukon Historic Sites Inventory will be a valuable accompaniment to the Heritage Bylaw. The following table provides a summary of the proposed Heritage Bylaw.

Summary of Proposed Heritage Bylaw	
Enabling Legislation	<i>Yukon Historic Resources Act</i>
Purpose of Bylaw	<ul style="list-style-type: none"> • Will allow the City of Dawson to designate buildings, structures, land parcels or other sites within City limits as Municipal Historic Sites. Designation may be initiated by Council or member(s) or the public and must be enacted by bylaw. • Will enable the City of Dawson to protect Municipal Historic Sites from alteration, renovation, demolition or any other activity that may alter the heritage character of the site. • The City of Dawson may require the owner or lessee of a Municipal Historic Site to take steps to repair, protect, preserve or restore the site, if the City provides grants, loans, or professional / technical services to assist in paying for these improvements. The City may also enter into an agreement with a property owner or lessee outlining the responsibilities of each party in this conservation effort.

Content of Bylaw	<ul style="list-style-type: none"> • The Heritage Bylaw will outline the criteria for evaluation of sites proposed for designation, as well as a designation process, and a process for appealing a proposed designation. • The Bylaw may require anyone wishing to alter a Municipal Historic Site to apply for a permit.
Limitations and Conditions	<ul style="list-style-type: none"> • Designation of <u>owner-occupied</u> residences cannot be carried out without the written consent of the owner. • The municipality is required, under the <i>Historic Resources Act</i>, to maintain a list of designated Municipal Historic Sites and to make this list available to the public.
Examples from other Yukon Municipalities	City of Whitehorse Heritage Bylaw 2002-10

Heritage Fund Bylaw

A Heritage Fund Bylaw will enable the City of Dawson to set aside and apply funds to heritage conservation within City limits. The following table provides a summary of the proposed Heritage Fund Bylaw.

Summary of Proposed Heritage Fund Bylaw	
Enabling Legislation	<i>Municipal Act, section 244</i>
Purpose of Bylaw	<ul style="list-style-type: none"> • To establish a municipal fund to be used for heritage conservation.
Content of Bylaw	<ul style="list-style-type: none"> • Will state that the City of Dawson may set aside funds for heritage conservation through municipal budget transfers, donations or gifts; • Will outline the purposes for which the fund can be used, which may include: <ul style="list-style-type: none"> - Providing grants or loans to homeowners for restoration, enhancement or renovation of Municipal Historic Sites; - Purchase of heritage sites or buildings by the City; - Education and promotion of heritage conservation.
Examples from other Municipalities	City of Whitehorse Fund Bylaw 2002-08

The draft texts of the bylaws are in Appendix 5.

6. Design Guidelines for Architectural Conservation and Infill

6.1 Introduction

Guiding Documents

These Design Guidelines are intended to ‘guide’ property owners and the City of Dawson to retain Dawson’s historical character as they work together to manage Dawson’s built heritage. The guidelines provide direction as to what is and what is not recommended within the Dawson Townsite. Their purpose is to promote historical continuity and the ‘sense of place’ that contribute to the vitality of the Dawson Townsite.

The guidelines address issues such as building form and massing, building materials, and landscapes. Some guidelines are appropriate for the entire Townsite, while others are identified as being specific to a particular Heritage Management Area or to one or more character areas.

The Design Guidelines are intended to be compatible with the *Zoning and Heritage Management Bylaw* (the new name for the revised *Zoning and Historic Control Bylaw*), which will embody the heritage management principles described in Section 4.1.

It is intended that the Design Guidelines will be produced as a stand-alone document. That document may require excerpts from other portions of the Heritage Management Plan to provide a context. This chapter is not that stand-alone manual.

The Dawson Townsite presents six distinct building and development situations:

- **Infill, including new buildings on vacant building lots and small-scaled infill on lots that are currently developed**, is considered in Section 6.2. Infill construction is not at present adequately addressed by existing guidelines. This Heritage Management Plan recommends that the dominant character of Dawson as a Gold Rush-era cultural landscape should be maintained with an approach to design that these guidelines call the Dawson Style.
- **Additions to existing historical buildings** are considered in Section 6.3. Their treatment will also adopt the Dawson Style.
- **Interventions to buildings within the Downtown Transitional Character Area** are considered in Section 6.5. In recent years within the Downtown Transitional Character Area a **distinct trend toward** buildings with large floor plates and a single land use has been introduced. These recent buildings have a massing and scale that are much larger than those of historic buildings downtown. To remedy this situation, design guidelines set out directions for the integration of these buildings into the Dawson landscape.

- **Interventions to buildings from the Gold Rush era** (about 1896 to 1910) are addressed in Section 6.4. These buildings are already well served by the *Design Guidelines for Historic Dawson*, prepared by Parks Canada in the early 1980s; and by the *Standards and Guidelines for the Conservation of Historic Places*, published by Parks Canada in 2003. The present Design Guidelines for Architectural Conservation and Infill incorporates these documents and provides supplementary guidelines for Gold Rush-era buildings and landscapes.
- **Interventions to buildings erected after the Gold Rush era** are addressed in Section 6.6. In the past, efforts have been made to alter these buildings to resemble Gold-Rush-era structures. Since an objective of the Heritage Management Plan is to conserve and interpret the full history of the Dawson cultural landscape, buildings erected between 1910 and the present should retain features from their own particular periods. The *Standards and Guidelines for the Conservation of Historic Places in Canada* explains how to do this, and the present Design Guidelines offer additional information.
- **Reconstruction of former Gold Rush-era buildings** is addressed in Section 6.7. Reconstruction is mandatory in the Downtown Heritage Management Area (with certain exemptions) and voluntary in the Residential Heritage Management Area. Work will generally follow the *Design Guidelines for Historic Dawson*, with supplementary material in the present Design Guidelines.

For new construction outside the regulated heritage management areas, it is recommended that builders use either good contemporary design or the Dawson Style (Section 6.2).

The present Design Guidelines are necessary because the property owners and the City of Dawson have expressed frustration with regulating development proposals under the existing *Design Guidelines for Historic Dawson*. These generation-old guidelines are very prescriptive, in that they recommend particular models for building proportions and components. The present Design Guidelines are more performance-based than prescriptive. They are not hard-and-fast rules, but rather provide general, high-level recommendations with a degree of flexibility to allow for design interpretation by all those involved in the development process. Such performance-based guidelines require a certain level of design sophistication in the preparation and consideration of design applications. The Heritage Management Plan recommends that design and conservation professionals from outside Dawson be encouraged to participate in the process on occasions when they are needed.

The client requested guidelines that would be easy – indeed, ‘automatic’ – to follow. This would require very prescriptive, and consequently very restrictive, guidelines that would discourage creativity, variety, and good design. The consultants have discussed this with the client, and the present approach was agreed upon.

Guiding Documents

Four documents will be used in tandem to guide design and development in the Dawson Townsite:

- The present *Design Guidelines for Historic Dawson* will continue to be used for the conservation of, and alterations to, existing Gold Rush-era buildings and landscapes throughout the Dawson Townsite. They will also be used as a guide for reconstruction of former Gold Rush-era buildings, primarily in the Downtown Heritage Management Area.

- The *Standards and Guidelines for the Conservation of Historic Places in Canada* will be used to provide guidance for the conservation of, and alterations to, existing buildings and landscapes from all eras throughout the Dawson Townsite.
- The *Design Guidelines for Architectural Conservation and Infill* in this chapter will guide the design of new buildings in the Residential Heritage Management Area. They also supplement the existing guidelines for the conservation of, and alterations to, all existing buildings and landscapes; and for the reconstruction of lost Gold Rush-era buildings.
- The proposed new *Zoning and Heritage Management Bylaw*, which will revise the current *Zoning and Historic Control Bylaw*, will continue to determine uses and other aspects of planning and development.

Objective

The general objective for the management of Dawson City's heritage is to retain all extant historic buildings, reconstruct former buildings Downtown, and design new infill buildings in the Residential area in the spirit of the local architectural character. The primary strategy is to **recognize** and **respect** the existing heritage environment. New construction should have regard for, and follow the cues of, neighbouring buildings and streets. As a first step and all through the process, the development of all designs should rely on the wealth of available historic documentation.

General Principles and Practices

The following principles and practices have been incorporated into the Design Guidelines:

- Parks Canada's *Standards and Guidelines for the Conservation of Historic Places in Canada* should be used to provide overarching guidance for all conservation work, and the *Design Guidelines for Historic Dawson* should be used as a pattern book. It is also necessary to undertake historical research to establish exactly what materials and details were on the original buildings. This is the approach advocated by the *Standards and Guidelines*.
- The ability to distinguish genuine old historic buildings from reconstructions is important. Reconstruction of original historic buildings on their original lots using compatible but distinguishable materials is preferred, rather than new construction. Post-Gold Rush era buildings should not be altered to look like Gold Rush buildings. They should be respected for what they are, and for representing the full history of Dawson City.
- The boardwalks, gravel road, rough planting, back lanes, small sheds and other structures that make up the streetscape are all vitally important to the general appearance and feel of Dawson City; they are addressed in the *Design Guidelines for Historic Dawson*. Another important character-defining element (CDE) is the small size of the lot frontages to the streets, which give a vertical, rather than horizontal, form to the streetscape. This is addressed in the *Design Guidelines for Historic Dawson* and the present *Design Guidelines for Architectural Conservation and Infill*.

- New buildings in the Residential Heritage Management Area are encouraged to adopt the Dawson Style, a contemporary interpretation of traditional architectural design that is respectful of building forms of the past.
- Where the Dawson Style is permitted (i.e. the Residential Heritage Management Area), there is a preference for the contemporary interpretation of traditional architectural design, unless a strong case can be made for reconstruction.
- Variances to the zoning by-law will be considered when proposals for new additions acknowledge existing streetscape patterns. This policy allows flexibility in applying front, side and rear setbacks.
- Energy conservation and liveability are important considerations. They should be achieved by addressing retrofits such as interior insulation upgrades, weather-stripping and refurbishing wood-framed windows and doors, and using external storm sashes.
- Additions are preferred over new infill. Repairs and maintenance should use materials that are similar in character to the original. Where changes or alterations and additions are proposed, Standards 9 and 11 and the corresponding guidelines from the *Standards and Guidelines* should provide direction.

Selecting the Appropriate Guidelines

The decision diagram that follows indicates how to selecting the appropriate set(s) of design guidelines for potential development situations:

What is the historical status of the proposed development?	In which Heritage Management Area is the proposed development located?	What type of development is proposed?	Which set(s) of guidelines should be referred to?
Gold Rush Era Building (1896-1910)	Any Heritage Management Area	Intervention to existing structure	<i>Standards and Guidelines for Conservation of Historic Places in Canada AND Design Guidelines for Historic Dawson</i>
Post-Gold Rush Era Building (1910-present)	Any Heritage Management Area	New addition	<i>Design Guidelines for Conservation and Infill –Additions to Existing Historic Buildings</i>
Proposed New Addition or Construction	Downtown Heritage Management Area (except Downtown Transitional Character Area)	Intervention to existing structure	<i>Standards and Guidelines for Conservation of Historic Places in Canada AND Design Guidelines for Conservation and Infill – Guidelines for Interventions to Buildings Erected After the Gold Rush Era</i>
	Downtown Transitional Character Area <i>within</i> Downtown Heritage Management Area	New addition	<i>Design Guidelines for Conservation and Infill –Additions to Existing Historic Buildings</i>
	Residential Heritage Management Area	Reconstruction (mandatory)	<i>Standards and Guidelines for Conservation of Historic Places in Canada AND Design Guidelines for Historic Dawson AND Design Guidelines for Architectural Conservation and Infill -- Guidelines for Reconstructions</i>
Valley, Confluence and Bowl Heritage Management Area	Downtown Transitional Character Area <i>within</i> Downtown Heritage Management Area	Infill	<i>Design Guidelines for Architectural Conservation and Infill -- Guidelines for the Downtown Transitional Character Area</i>
		Reconstruction (optional)	<i>Standards and Guidelines for Conservation of Historic Places in Canada AND Design Guidelines for Historic Dawson</i>
		Infill	<i>Design Guidelines for Architectural Conservation and Infill -- Guidelines for Infill: the Dawson Style</i>
		Any	<i>Design Guidelines for Architectural Conservation and Infill -- Guidelines for Infill: the Dawson Style (OPTIONAL)</i>

6.2 Guidelines for Infill: The Dawson Style

Although the *Design Guidelines for Historic Dawson* were intended primarily for the conservation of historic, Gold Rush era buildings, they have been applied to guide alterations to buildings from all periods, as well as new construction in Dawson City. The results of this can be seen in the buildings constructed and renovated in recent decades throughout the Dawson Townsite which have the characteristics of buildings built during the Gold Rush period (1898-1917). It is possible to broadly divide these into two major types:

- Commercial Buildings
- Residential Buildings

The former usually consist of a vertically-placed rectangular store front, behind which is a single storey steep gable roof building. They are located up to the street property line and do not occupy the entire legal lot. The latter are much the same, but **without** the rectangular shop front. These are quite small, with a footprint of approximately 1,000 square feet and a small front yard with a depth of zero to 20 feet.

These two building types very much typify the appearance and feel of Dawson City. Without any requirement that this form be followed outside Dawson City's limits, it has been found that houses of this form have and are being built in the vicinity of Dawson City. The application of the *Design Guidelines for Historic Dawson* to new construction has generated a unique, made-in Dawson architectural style; hence the term "Dawson Style".

The present *Design Guidelines for Architectural Conservation and Infill* provide guidance for the continued application of the Dawson Style in the Dawson Townsite. From this point forward, the *Design Guidelines for Historic Dawson* should be used only as a reference in the design of infill (i.e. new buildings), and not as primary guidelines. The *Design Guidelines* should be thought of as a pattern book.

Siting: Height above Street

The recent practice of raising historic structures and building new structures as much as 4 feet above the street level has been introduced for a number of good technical reasons, but it has had the unfortunate effect of making the buildings non-conforming to heritage character. Foundations have changed from the historic mud sill on grade to a process of excavation, filling with gravel and compacting to create a gravel pad, laying pressure-treated wood pads on the gravel, and constructing cribbing, beams and an insulated floor on the wood pads. Sometimes the cribbing is covered with skirting. This foundation system creates a ventilated crawl space, which reduces heat loss and minimizes the destructive effect of freeze-thaw cycles. The crawl space also provides easier access to conduct the annual levelling of structures. Parks Canada offered technical advice and the Yukon Government provided funding assistance to raise buildings in this manner.

Raised buildings are also less prone to damage from flooding, which was a major issue after the 1979 flood (although the risk was offset by the dike). The threat of water damage has been aggravated by the City's practice of continually adding material to the street surfaces, raising the roadways and leaving the buildings on relatively lower ground.

Buildings that have been raised benefit from reduced maintenance problems and costs. However, the raised floor level requires pedestrians to step up to an elevated boardwalk – almost a verandah or balcony – or alternatively to bypass the retail business and walk on a lower boardwalk or in the street. The raised floor also requires modifying the setback from the street and weakens the effect of a continuous ‘street wall’.



The historic Westminster Hotel on 3rd Avenue, built in stages from 1901 to the 1930s, is located on grade. This siting is pedestrian-friendly and retains heritage character, but risks damage from frost heaves and water.

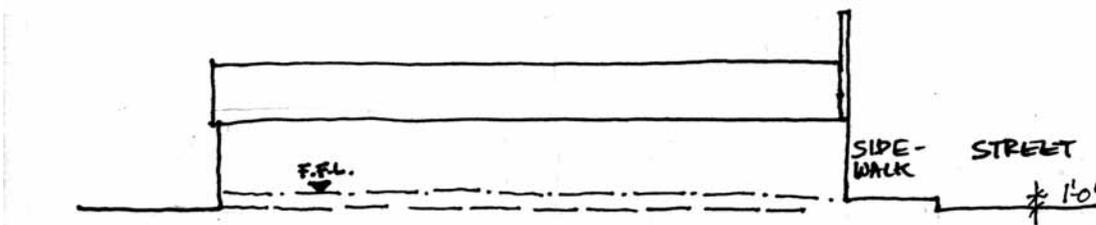


With its raised verandah and the ground floor set about 1 metre above grade, the CIBC is cut off from its neighbours and sits like an island with no easy interface with the boardwalk or street. Compare the lower siting of the old buildings to the right. (Photo: H. Kalman)

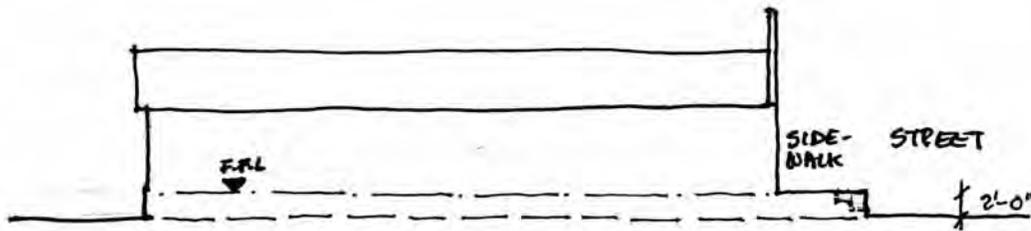
- It is recommended that the ground floor be set no more than 2 feet (60 cm) above street level in the Commercial Heritage Management Area, and no more than 3 feet (1 m) in the Residential Heritage Management Area.

Actions items should include:

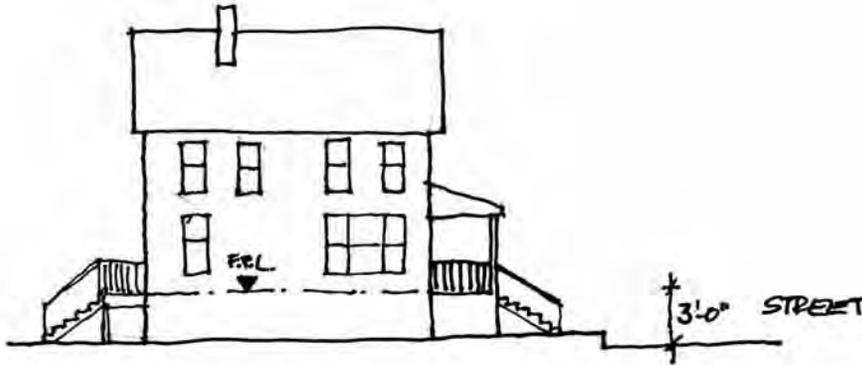
- Establish a height requirement for cribs (or pilings) that can be integrated into the streetscape without disrupting the street frontage and the building setback.
- Make retail frontages as close to grade as possible. Establish a continuous pedestrian boardwalk that accommodates grade changes in front of buildings and undeveloped properties along the street.
- Ensure that the ground floor level of commercial infill buildings is no more than 2 feet (60 cm) above the street level and that of adjacent historic buildings.



Commercial: Historic rise is about 1'-0" (30cm) (Jonathan Yardley)



Commercial: Maximum proposed rise is 2'-0" (60 cm) (Jonathan Yardley)



Residential: Maximum proposed rise is 3'-0" (1 m) (Jonathan Yardley)

Siting: Property Setbacks

Front / Street Elevation

- The setback from the street should match the established range of setbacks of adjacent historic buildings on the block or in the district.
- If a block has a uniform setback, the building should be placed in general alignment with neighbouring properties.
- If new infill extends over a number of lots, the street setbacks should respect the individual lot boundaries and vary over the established range of adjacent historic buildings. The minor variations in building setback and alignment will add interest to the streetscape.

Side and Rear Elevations

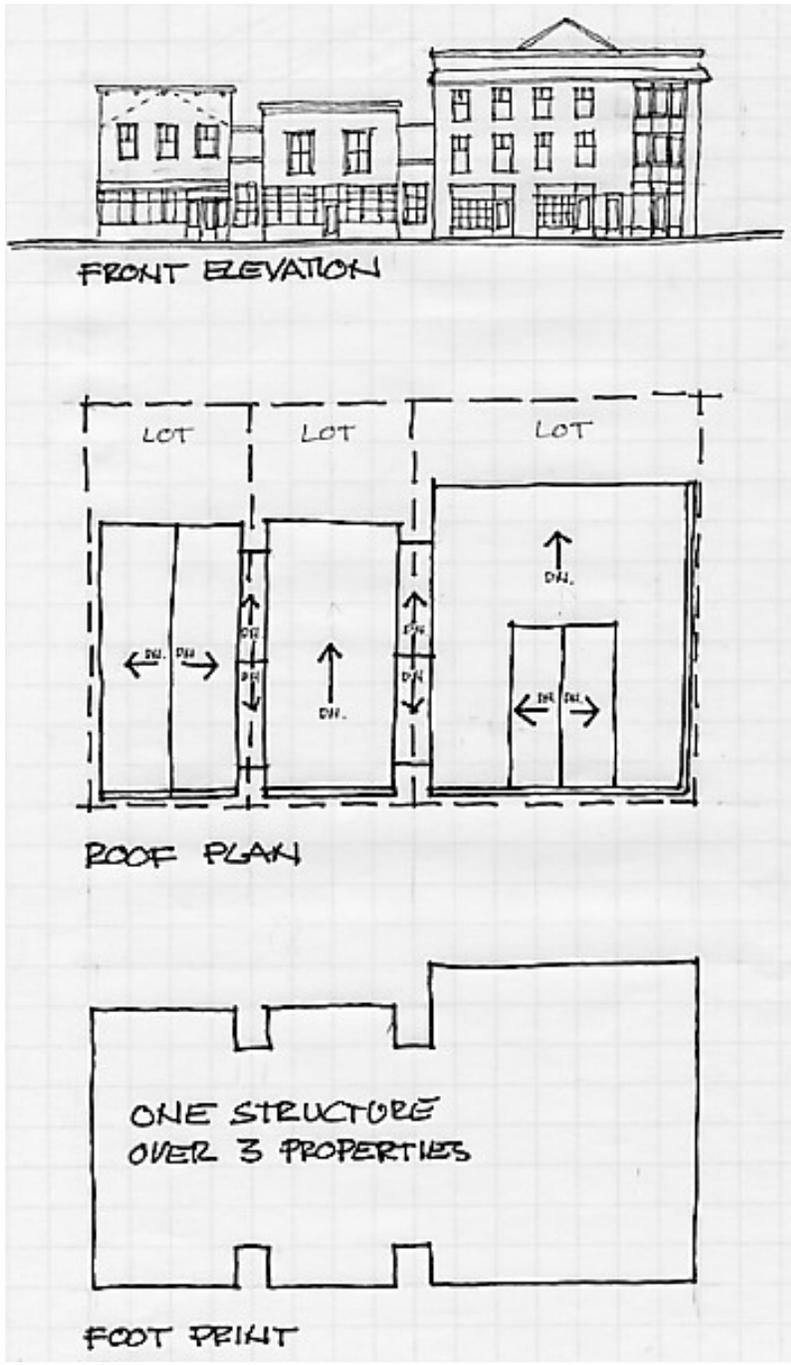
- Side yard setbacks should be similar to adjacent properties in the block as seen from the public right of way.
- Rear yard setbacks should be similar to adjacent properties; however, if an owner wishes to increase the lot coverage of the building on the site this may be allowed as a variance.
- Landscaped pedestrian linkages to the rear lane from the street at mid-block points will be encouraged.

Lot Coverage

- Maximum lot coverage is regulated in the municipal zoning bylaw.

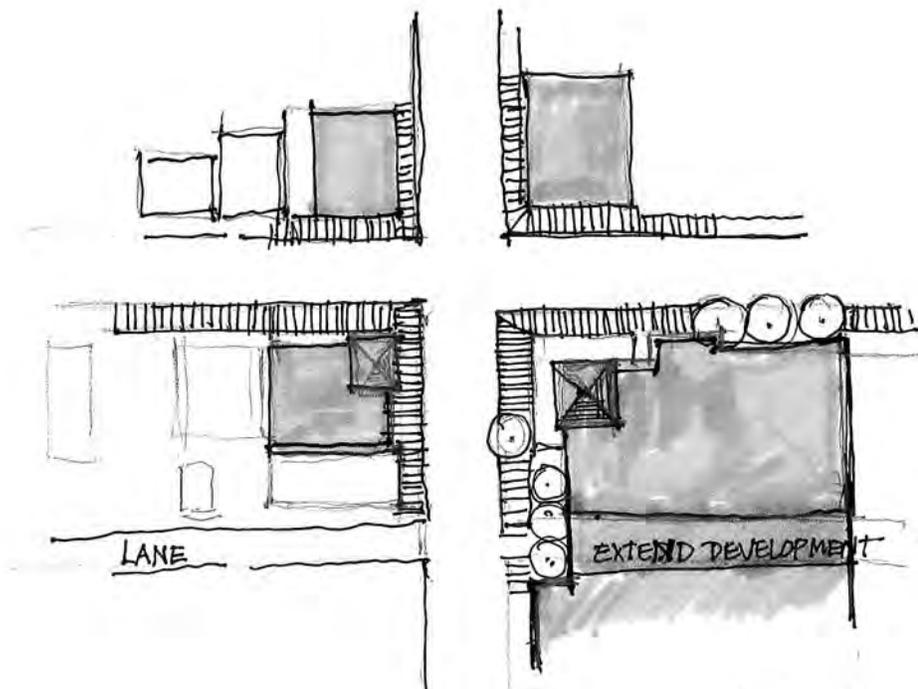
Massing, Scale, and Form

- Infill structures should appear similar in massing and scale to historic structures in the block or district. A single wall plane should not exceed the typical maximum width as seen historically in the block or district.
- Subdivide larger buildings into smaller modules that are similar in size to existing historic buildings in the block or district. Vary street setbacks at the lot lines



A new large building should be treated architecturally as a series of individual buildings, whose widths respect the property lines and/or the scale of nearby historic buildings. Links between the individual components should be set back from the street. (Jonathan Yardley)

- The ratio of height to width of the façade of a building must be within 10% of the ratio of the height to width of adjacent facades of historic buildings
- The height of a new building cannot be less than 80% or more than 120% of the average height of the two largest historic structures in the block. The backside of a building may be taller than the front and still appear to be in scale. Step a larger addition down in height as it approaches smaller adjacent historic buildings.
- Simple rectangular building forms are preferred.
- Simple gable roof structures with boomtown fronts of moderate pitch oriented to the street or shed roof forms are preferred.
- Buildings on corner lots should have façades on both frontages. They may be larger than adjacent buildings and may have towers or other special features.



Intersections benefit from taller buildings, towers, material changes, colour and canopies. Location of mid-block lane should be articulated even when larger buildings extend into the right of way. (John Stewart)

Rhythm

- Use window openings that are similar in size, orientation, and arrangement to those seen in the district. Generally, oriented vertically with subdivided lights.
- The windows should be within 10% of the size of windows in adjacent historic buildings.

- Windows and doors should be finished with trim elements in a manner consistent with adjacent historic buildings in the block or district.

Materials

- Materials should be compatible with, but distinguishable from, other historic buildings in the block or district.
- Acceptable exterior finishes are horizontal wood siding or a fibre cement siding such as HardiePlank. The use of vinyl or aluminium siding is not acceptable.
- Acceptable roofing materials include, wood shingles or shakes, asphalt shingles, and galvanized steel in the traditional corrugated profile.

Architectural Details

- Avoid the use of architectural details that are not generally seen in the historic buildings and are not typical of the historic building styles.
- Incorporate typical façade design elements (entablature/cornice, fenestrations/windows/doors, corner boards, signage band, display windows) in a traditional manner similar to that of the existing historic buildings
- Provide good energy conservation and liveability by insulating the interior of the exterior wall systems.
- Wood-sash windows with sealed thermal panes are permitted.
- Cornice bands, windowsills, signage bands, and storefronts for the new infill buildings will not align with design elements of the adjacent historic buildings.
- Elevated boardwalks will need to conform to existing building codes that mandate railings and guards. This will have a major impact on the aesthetics of the streetscape especially if the adjacent historic building is a one-storey structure.



With the short growing season and permafrost, avid gardeners have always resorted to containers to get an early start. Container gardens are an important landscape component of the Dawson Style. (Photo: John Stewart)

6.3 Additions to Existing Historic Buildings

This section applies to the entire Dawson Townsite.

Siting

Property Setbacks

- Preference for locating additions towards the back of the lot as seen from the public right of way.
- An addition to one side of a building if set back from the front façade it may be acceptable when rear additions are not possible.
- Variances to the zoning by-laws front, rear and side yard setbacks may be considered for an addition to an existing building if the design resulting from a different setback than that prescribed in the zoning by-law 'is a better fit' with existing adjacent buildings.
- Variances to the zoning by-law will be considered when proposals for new additions acknowledge existing streetscape patterns. This policy allows flexibility in applying front, side and rear setbacks.

Front / Street Elevation

- The setback from the street should match the established range of setbacks of adjacent historic buildings on the block or in the district.
- If a block or district has a uniform setback or abuts an adjacent building, the addition should be placed in general alignment with neighbouring properties.
- Minor variations in building setback and alignment add interest to the streetscape.

Side and Rear Elevations

- Side yard and rear yard setbacks should be similar to adjacent properties in the block as seen from the public right of way.
- Informal pedestrian linkages to the rear lane from the street at mid-block points will be encouraged.

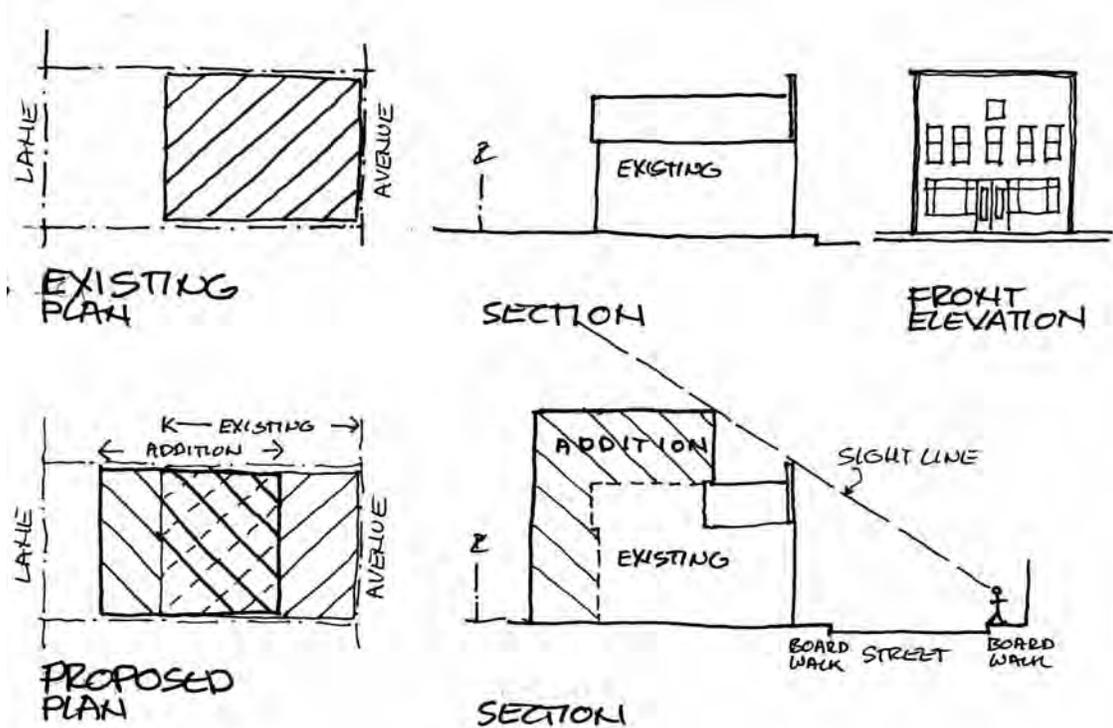
Lot Coverage

- Maximum lot coverage is regulated in the municipal zoning bylaw.

Massing, Scale, and Form

- Contemporary interpretation of the heritage attributes of an existing historic building will be preferred for the design of an addition.
- Additions should appear similar in massing and scale to structures seen historically in the block or district and be subordinate in scale to the existing historic building.

- Design the foundation, floor and exterior wall assemblies to accommodate the use of insulation, particularly in the floor to reduce heat loss and the disruption of the permafrost.
- The height of an addition will depend on the height or number of stories of the existing structure. Additions should not be visible to a pedestrian standing across the street from the building. Additions should not exceed the maximum height permitted in the Zoning Bylaw.



Additions to commercial buildings: Use the façade roof line of building to establish the maximum height of additions. (Jonathan Yardley)

- Floor-to-floor heights and the relationship to grade of the addition should be similar to other historic buildings.
- Simple rectangular building forms are preferred.
- Simple shed roofs or boomtown fronts with gable roofs of moderate pitch oriented to the street are preferred for commercial buildings.
- A tall addition should step down in height as it approaches smaller adjacent historic buildings.

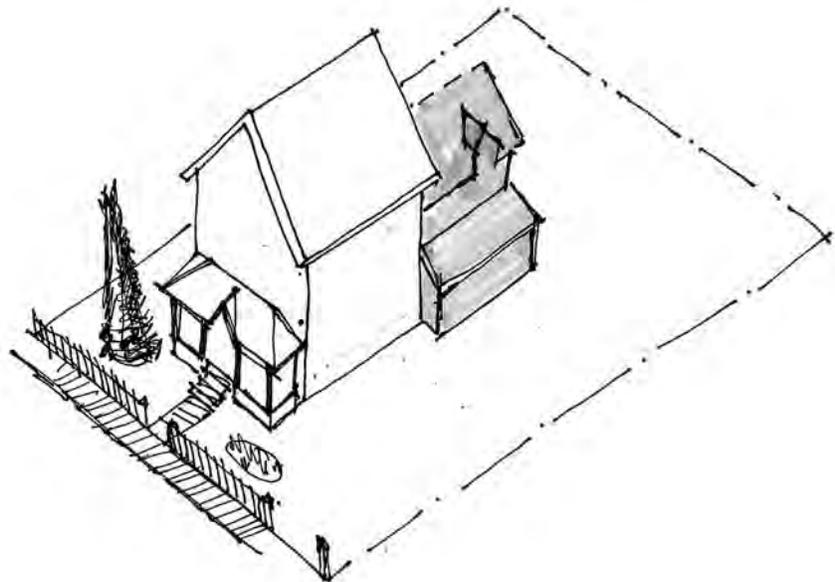
Rhythm

- Maintain the alignment of horizontal elements within the building. Align windowsills, doors, cornice bands, signage bands, and eaves with those of the existing building.
- Use window and door openings that are similar in size, orientation, and arrangement to those seen on the existing building. Windows are generally, oriented vertically and have subdivided lights.
- New windows should follow traditional proportions but should be thermal glazed. Wood framed sash window with modern copper draft seals the provision of a good air barrier. (Need sketch to illustrate)

- The windows on additions should be within 10% of the size of windows in the existing historic building and the façade of the addition should have a similar solid to voids ratio as the existing building.
- Windows and doors should be finished with trim elements in a manner consistent with the existing historic building.
- Balconies and verandas if installed are to follow historic precedents and be compatible in form and massing with the façade of the existing historic building.
- Awnings if installed are to follow historic precedents and be compatible in form and massing with the façade of the existing building.

Materials

- Materials should be compatible with, but distinguishable from, those of the existing historic building.
- Wall material for additions will complement the wall material of the existing building where the exterior finishes of the existing building is authentic to the age and style of the building.
- In cases where the existing wall material is not original, restoring the original material on the existing building will be encouraged and complimenting the original exterior finish will be encouraged for the new addition.
- Materials other than complimentary materials may be acceptable for additions not visible from the street.
- Acceptable exterior finishes include horizontal wood siding or synthetic wood products such as HardiePlank. The use of vinyl or aluminium siding is not acceptable. The use of synthetic spray or stucco is not acceptable. Brick is acceptable, although not preferred.
- Vinyl and steel window frames are acceptable alternatives to wood windows. Wood-framed storm sashes should continue to be used as the more acceptable solution to thermal upgrades.



Small additions to houses should be paced at the rear of the lot where feasible. The eaves of the main house should establish the height of the roof ridge of the addition. Maintain landscape amenities such as picket fences and flower gardens. (John Stewart)

- Acceptable roofing materials include wood shingles or shakes, asphalt shingles, and galvanized steel in the traditional corrugated profile.

6.4 Guidelines for the Downtown Transitional Character Area

Several buildings with large floor plates and a single land use have been introduced in recent decades in the Downtown Transitional Character Area. These buildings have a massing and scale that are much larger than those of historic buildings downtown. Their architectural design quality varies, with some (such as Robert Service School) displaying good solutions and others tending towards caricatures of the Gold Rush design intent. Some multi-lot assemblies have extended monolithic frontages with no indication of the original lot lines. This scale of development threatens to compromise the historic character of Dawson, particularly if allowed to spread beyond this relatively small area.



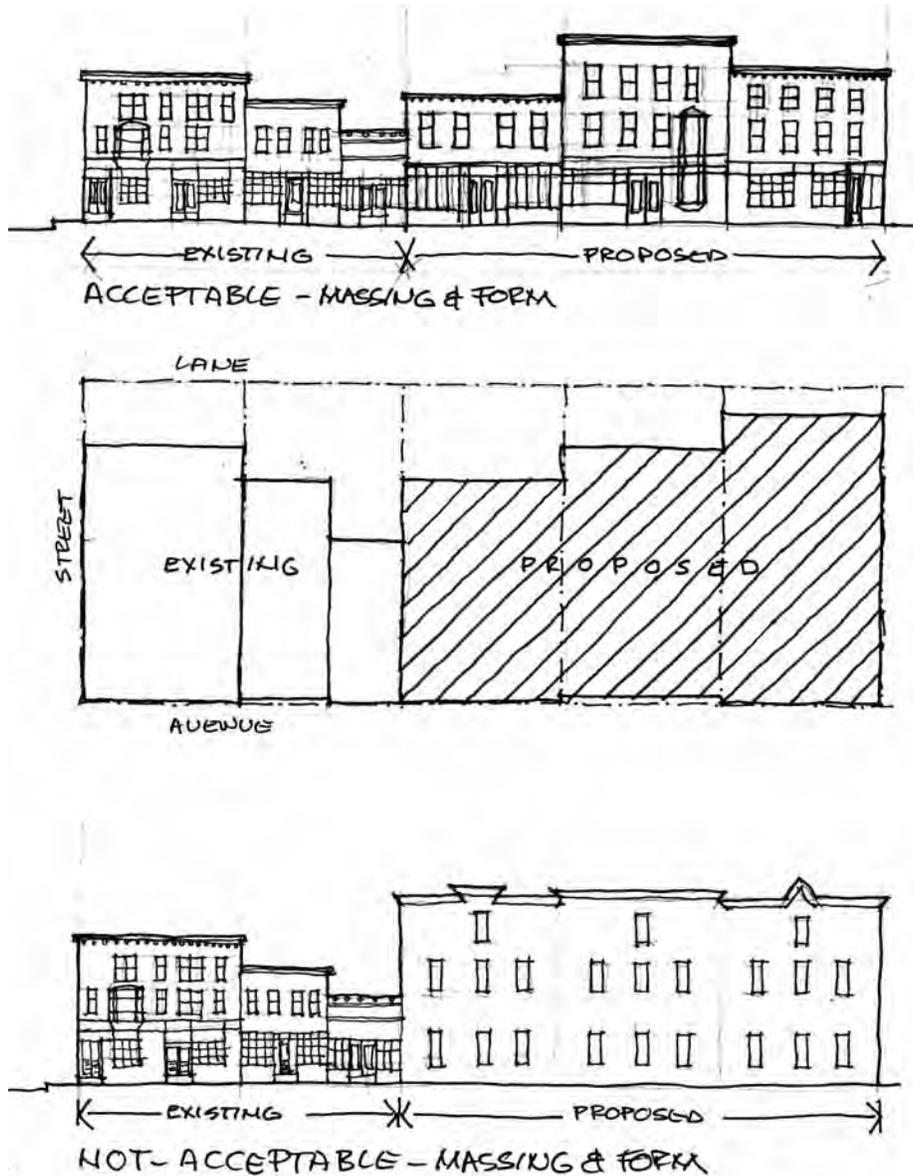
The setback of the Robert Service School effectively integrates this large building into the streetscape and provides a generous pedestrian and landscaped area. (Photo: H. Kalman)

This said, these buildings have created a distinct character area. Further development of this nature could be introduced on vacant land within the area, with efforts made to ensure a high level of design quality.

Rhythm and Massing

- Provide areas adjacent to the main entrance for canopies, outdoor patio or special merchant and or interpretive displays (the frontage zone)
- Buildings in the transition character area should utilize awnings or verandas installed to follow historic precedents and provide form and massing with the façade.
- Provide significant architectural features such as corner tower raised cornice, canopies and material changes at the corner on corner sites.
- The elevation should provide several entries, preferably to multiple uses, so that entries are separately through individual signage, entrances, and canopies.
- Use periodic breaks in the street wall or minor variations in the building setback and alignment to add interest and space for activities along the street.
- Landscape the area in front of blank walls that face public streets and use projections, recesses, arcades, awnings to reduce the visual size of unglazed walls
- New infill buildings should not disrupt the predominate orientation of structures of the street; although different in execution transition buildings should emphasis a buildings verticality.
- Maintain the alignment of elements within the building. Align windowsills, doors, cornice bands, signage bands, and eaves.
- Windows are generally, oriented vertically and have subdivided lights.
- Use clear windows and doors to make the pedestrian level façade highly transparent. At entrances and corner building sites maintain a ratio of 60:40 voids to solids.

- The shape and location of the windows should be distinguishable from the historic building.



Materials

- With new construction modern materials will be permitted to provide a liveable environment for current use. This affects heat loss, foundation design in permafrost and appearance.
- Wall material will complement the wall material of traditional building.
- The use of wood siding, although it works in this environment, does not have to be mandated. Hardie Plank, vinyl and aluminum siding to mimic wood have all been used in order to try and replicate the appearance of wood drop siding.

- The roofscape tends to be flat and provides a good place to hide air handling equipment.
- Ornamental details should be used with restraint on these overscaled building they take on a cartoon character

6.5 Guidelines for Interventions to Buildings from the Gold Rush Era

This section applies to the entire Dawson Townsite

The *Design Guidelines for Historic Dawson* will continue to be used for conservation and alterations to existing buildings from the Gold Rush era in all parts of the Dawson Townsite. They represent a distillation of the exhaustive collection of research material related to early Dawson's built history. The manual contains general guidelines or basic rules-of-thumb analyzing the architectural and landscape elements that went into the creating visual character of Dawson City between the years 1897 and 1910. Parts of the *Guidelines* are generic and provide direction and design inspiration. It was intended at the time that the guidelines would be supplemented by specific research on individual historic buildings to determine exactly what details and materials were originally used.

Form and Massing

Part of the unique character of Dawson City is the overall appearance of the architectural ensemble from both close up and a distance. The *Design Guidelines for Historic Dawson* look closely at the form and massing to define this character. It is essential that these features be maintained.



This small cottage and its fence have become derelict and the garden is overgrown. They provide an effective photo opportunity and contribute to Dawson's texture, but will collapse if left unmaintained. They should be stabilized and preserved, following the Standards and Guidelines for the Conservation of Historic Places in Canada. (Photo: John Stewart)

Energy-Efficiency and Windows

The *Design Guidelines for Historic Dawson* may be modified to allow energy-conserving measures:

- Upgrade to provide good energy conservation and liveability by providing insulation upgrades to the interior side of the exterior wall systems and above the ceilings in the attic space.
- Wood-sash windows should be refurbished with modern copper draft seals.
- Wood-framed removable storm sashes should be used to provide a second layer of glazing and an air barrier.
- Replacing historic single-glazed windows with new double-glazing is not recommended. However, replacement with new wood-sash windows with sealed thermal panes having true divided panes

is permitted if the two previous recommendations are not technically feasible, and if the new windows reproduce exactly the sash width and the arrangement of panes of the original windows.

Repairs and maintenance should use materials that are similar in kind to the original. If alterations and/or additions are proposed, the *Standards and Guidelines* should be followed closely.

6.6 Guidelines for Interventions to Buildings erected after the Gold Rush era

Historic buildings that were erected after the Gold Rush era (i.e. after about 1916) should retain their authentic appearance from the era of construction. They should not be redesigned to resemble Gold Rush-era buildings. This enables the historic building stock to interpret the broad history of Dawson City. The emphasis will remain on the Gold Rush era, since the majority of extant buildings – particularly in the Downtown Heritage Management Area – date from that period.

Interventions to these buildings should follow the *Standards and Guidelines for the Conservation of Historic Places in Canada*.

6.7 Guidelines for Reconstructions

As discussed in Section 4.1, new infill buildings in the Downtown Heritage Management Area must appear from the street as reconstructions of the building that occupied that site during the period 1900–1920. Certain exemptions apply; they are discussed in that section.

In the Residential Heritage Management Area, reconstruction of the appearance of former building on the site is optional.

This section applies to reconstructions in both heritage management areas.

As a general rule, reconstruction (i.e., replication) of demolished historic buildings is discouraged by heritage charters. Reconstruction is dismissed as not being conservation practice by the *Standards and Guidelines*. However, Dawson poses an exceptional situation because maintaining and enhancing the historic character of the whole is extremely important to the continuity of the visual experience. Furthermore, there is an enormous base of information, both visual and written, documenting all Gold Rush-era buildings within the downtown core. This information, which was prepared for the most part by Parks Canada a generation ago, offers a unique opportunity to reconstruct the massing and exterior design (as seen from the street) for buildings and structures in the Downtown Heritage Management Area.

Design Guidelines

- The streetscape elevations prepared by Parks Canada (1974), historic photographs held by Parks Canada and the Dawson Museum, and other reference material will be used as a guide to determine the street appearance of the building that occupied the site in the period 1900–1920.



Parks Canada produced elevations of many streetscapes in the Downtown area in 1974. These form an invaluable resource in reconstructing Gold Rush era buildings. (Parks Canada)

- Once this research has been done, the *Design Guidelines for Historic Dawson* will be applied to guide the design of the street elevation.
- The overall form and character, massing, scale, street coverage, materials and details should capture the original design.
- Replicated buildings should follow the principle of distinguishability, in that they should be distinctive in some way from the historic building. Differences may be seen in details such as window glazing, use of materials, and interpretive features.
- With respect to interpretation, it is recommended that every building, old and new, have at minimum a small plaque that indicates the date of construction, to further avoid confusion.
- Plans for conservation and development projects include evidence that the owner and consultants have assessed the intended work in relation to the heritage values of their site and surroundings.
- Replication refers only to massing and exterior design as viewed from the street. The footprint and the appearance may be altered on the interior and at the rear of the site.

Adjacent buildings in common ownership that are detached at the front may be connected at the rear to provide larger spaces and better interior circulation.

Proposed Checklist of Documents and Information to Accompany Development Permit Applications

Part A: DOCUMENTS TO BE INCLUDED	APPLICANTS CHECKLIST	ASSESSOR'S COMMENTS
Date of Submission		
Address		
Site Plan As per municipal requirements		
Exterior Materials/Colours Schedule, sample board optional		
PART B: CHECKLIST FOR INCLUSIONS IN HERITAGE IMPACT STATEMENT RESPONSE TO DESIGN CRITERIA		
• Date, and style of built form;		
Siting Annotate drawings and/or photographs to describe the relationship between the proposed development and the context in terms of the following criteria: • Predominant setbacks, front, side, and rear • Orientation • Location, dimension of circulation/access features, • Retention of views to and from the development • Retention of significant archaeological features		
Scale Annotate drawings, photographs to describe the relationship between the proposed development and the context in terms of the following criteria: • Scale of buildings; • Lot coverage – pattern of arrangement of buildings and size of buildings; • Floor to floor heights and relationship to street		

<p>Form Annotate drawings, photographs to describe the relationship between the proposed development and the context in terms of the following design criteria:</p> <ul style="list-style-type: none"> • Predominant form of neighbours • Roof form and skyline, ridge lines, roof slopes, chimneys, skylights • Proportions and number of openings • Solids-to-voids ratio • Relationship to internal and external spaces 		
<p>Materials and Colour photographs to describe the relationship between the proposed development and the context in terms of the following design criteria:</p> <ul style="list-style-type: none"> • Response to pre-dominant materials, textures, and colour palate –contrasting • Quality of new materials 		
<p>Detailing Annotate drawings, photographs to describe the relationship between the proposed development and the context in terms of the following design criteria:</p> <ul style="list-style-type: none"> • Relationship of landscape elements to important existing details • Unobtrusive design of new elements, such as solar panels, skylights, service buildings 		

7. Implementation Plan

This final chapter provides an outline of the actions that are required in order to implement this Heritage Management Plan in full. It assumes a prior series of discussions in which the various levels of government and stakeholders achieve a general consensus as to the vision and objectives of the plan.

The tasks are organized by the entity that is responsible, and for each they are listed in the order in which they should be addressed. An overall time line of about 3 to 5 years may be assumed for all the actions to be implemented.

City of Dawson

- Council approves the Heritage Management Plan.
- Staff prepares / revises the three bylaws (Appendix 6) and forwards them to Council for approval.
- Staff revises the Official Community Plan and forwards it to Council for approval. Approval of the Zoning and Heritage Management Bylaw and the revisions to the OCP put heritage management and incentives into effect.
- Planning Board is reconstituted as the Heritage Advisory Committee.
- Steps are initiated to upgrade the capacity of municipal staff with respect to heritage management.
- The City of Dawson Inventory of Historic Sites is established by linking to the Yukon Historic Sites Inventory (not possible at present because of privacy policy) or the much smaller Yukon Register of Historic Places. A list of all municipal properties within the Downtown and Residential Heritage Management Areas may be used in the interim, until access to the YHSI is established.
- All developed properties in the Heritage Management Areas within the Dawson Townsite are listed as Municipal Historic Resources and the process of designation is initiated under the newly enacted Heritage Bylaw.
 - A phased implementation strategy will be developed for designation.
- The Heritage Fund is established.
- The City provides recent data on recent demolitions and alterations to the Yukon Government so that the Yukon Historic Sites Inventory can be updated.

Tr'ondëk Hwëch'in

- Chief and Council receive the Heritage Management Plan.
- The Tr'ondëk Hwëch'in participates in the Heritage Advisory Committee.
- The Tr'ochëk Management Plan is approved by the Government of Canada.
- The Land and Resource Inventory is continued with respect to heritage and natural resources.
- The Tr'ondëk Hwëch'in institutes a heritage management plan for the settlement lands within the Klondike Valley Cultural Landscape that is complementary to the City's plan.
- The program of public interpretation of Tr'ondëk Hwëch'in heritage is expanded.

Yukon Government

- The Yukon Historic Sites Inventory is extended throughout the Klondike Valley Cultural Landscape.
- Valuable heritage resources in the Klondike Valley Cultural Landscape outside municipal limits and settlement lands are designated under the provisions of the *Yukon Historic Resources Act*. Since the Yukon Government responds to formal requests only, it is recommended that the Dawson City Museum be the agency responsible for initiating those requests.
- The Yukon Government makes technical heritage support available to Dawson to assist staff and the Heritage Advisory Committee in processing applications.
- Consideration is given to enabling the identification and designation of Heritage Conservation Areas in the *Yukon Historic Resources Act*. This could follow the British Columbia model. Should this territorial legislation be introduced, we recommend that Dawson's Heritage Management Areas be converted by municipal bylaw to become Heritage Conservation Areas.

Parks Canada

- Parks Canada pursues World Heritage Site designation; this heritage management plan is appended to the application.
- A program of active interpretation is extended into the Bonanza Creek goldfields, Bear Creek, and the dredge tailings.
- Parks Canada undertakes a strong initiative to locate active, economically productive tenants to lease its vacant and underused buildings in the downtown area.

Residents, Businesses, and Property Owners

- Consideration is given to forming a Business Improvement Area in the Downtown core.
- A program of raising awareness of heritage conservation principles among residents and businesses is initiated. This program could be sponsored by the City and/or the Yukon Government.

Cooperative Ventures

- The various inventories of heritage and natural resources in the Klondike Valley Cultural Landscape (i.e., Yukon Government, Tr'ondëk Hwëch'in, and Parks Canada) are made accessible from a single access point and made available to the public on the Internet, consistent with the privacy policies of the various agencies. If feasible, a single search engine should be able to search all of them. A long-term program of filling the gaps in data is recommended.
- A joint committee is formed to address ways in which the interpretive programs in Dawson can be enhanced, co-ordinated, and jointly marketed.
- A strategic viewpoint overlooking the dredge tailings is selected, the access road is improved, and a parking / interpretation area is developed.
- Statements of significance are prepared for all character areas, and for all designated places over time.

Appendixes

Appendix 1: People Consulted

Steering Committee

Mark Wickham, Community Development and Planning Officer, City of Dawson (Chair and Client Project Manager)

Jody Beaumont, Director of Heritage, Tr'ondek Hwech'in

Greg Hakonson, President, Dawson City Arts Society

Kevin Hewer (Building Inspector, City of Dawson), speaking as a private resident of Dawson

Felix Horne, former planner

Stephen Johnson, Chair, Planning Board

Laura Mann, Executive Director, Dawson Museum and Historical Society

Johnny Nunan, Second Vice Chair, Klondike Visitors Association

M. Douglas Olynyk, Historic Sites Manager, Cultural Services Branch, Yukon Government

Cheryl Thompson, Manager, Dawson City Chamber of Commerce

Rob Watt, Superintendent, Klondike National Historic Sites, Parks Canada

Jim Williams, Contractor and member of Planning Board

Individual and Group Interviews (or other contribution)

Diana Andrew, Councillor, City of Dawson

Bruce Barrett, Historic Sites Project Officer, Cultural Services Branch, Yukon Government

Jody Beaumont, Director of Heritage, Tr'ondek Hwech'in

Glenda Bolt, Heritage Programmer, Danoja Zho Cultural Centre, Tr'ondek Hwech'in

Bill Bowie, former Councillor, City of Dawson

John Bryant, Land and Resource Technician, Tr'ondek Hwech'in

Trina Buhler, Technical Officer, Parks Canada

Otto Cutts, Executive Director, Tr'ondek Hwech'in

Ashley Doiron, Councillor, City of Dawson

Mike Gau, Manager of Planning and Development, City of Whitehorse

Tim Gerberding, Implementation Manager, Tr'ondek Hwech'in

John Gould, long-time Dawson resident, formerly Parks Canada and Planning Board

Greg Hakonson, President, Dawson City Arts Society

Paula Hassard, Curator, Parks Canada

Barbara Hogan, Historic Sites Registrar, Cultural Services Branch, Yukon Government

Alastair Kerr, BC Heritage Branch

Rick Laberge, Yukon Housing

Laura Mann, Executive Director, Dawson City Museum and Historical Society

Rose Margeson, Manager, Heritage Preservation and Visitor Services, Parks Canada

John ('Mitch') Mitchell, General Manager, Han Construction Ltd.

Paul Moore, Chief Administrative Officer, City of Dawson

Adam Morrison, Councillor, City of Dawson

Johnny Nunan, Second Vice Chair, Klondike Visitors Association

Sue Parsons, Collections Manager, Tr'ondek Hwech'in

Shirley Penell, Planning Board

Brent Riley, Historic Sites Restoration Planner, Cultural Services Branch, Yukon Government

Sally Robinson, Interpretive Planner, Cultural Services Branch, Yukon Government

Akio Saito, retired architectural designer

John Steins, Mayor, City of Dawson

Jim Taggart, Project Manager, Integrated Community Sustainability Plan

Rob Watt, Superintendent, Klondike National Historic Sites, Parks Canada

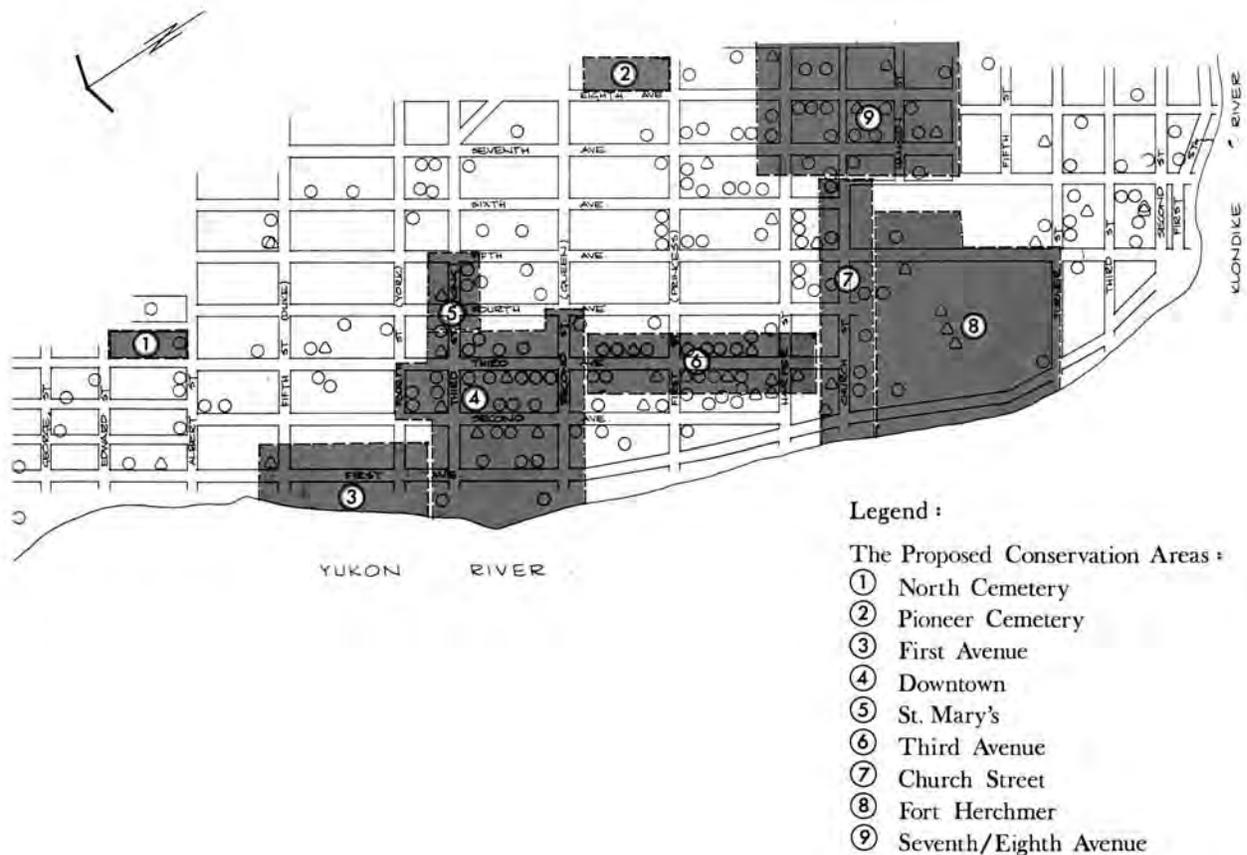
Appendix 2: Planning and Regulatory Documents

A number of planning and regulatory documents that control proposed changes to Dawson's heritage resources have been proposed and/or adopted during the last 30 years:

Municipal Zoning and Heritage Control Bylaws

A By Law for the proper Conservation, Enhancement or Restoration of Areas of historic, architectural or landscape interest within the City of Dawson. (The 'Dawson City Conservation Areas By-Law', 1974)

- Draft Bylaw for discussion; not adopted
- Prepared by Department of Indian and Northern Affairs [Parks Canada], March 1974
- Proposed the designation of nine conservation areas, covering a large portion of the Dawson townsite.



Nine conservation areas proposed by Indian and Northern Affairs, 1974.

- All proposed development within a conservation area would require a 'license' from Council, in accordance with a schedule of regulations 'with respect to building and land use and to the height, volume and appearance of any new structure or addition to an existing structure and to the type and appearance of advertisement or display.'

A By Law for the proper Conservation of Buildings of historic or architectural interest within the City of Dawson. (The ‘Dawson City Historic Buildings By-Law’, 1974)

- Draft Bylaw for discussion; not adopted
- Prepared by Department of Indian and Northern Affairs [Parks Canada], March 1974
- Proposed a schedule of buildings ‘of special interest’, classified into three grades (the schedule was drawn up)
- All proposed alteration or demolition of buildings on the schedule would require a ‘license’ from Council, in accordance with a schedule of regulations. The regulations were not drawn up.

A By Law for the establishment of a Central Fund, for the Conservation, Restoration and Enhancement of the historic, architectural or scenic Character of the City of Dawson. (‘The Dawson City Central Conservation Fund By-Law’, 1974)

- Draft Bylaw for discussion; not adopted
- Prepared by Department of Indian and Northern Affairs [Parks Canada], March 1974
- The bylaw proposed a fund to be formed from municipal tax revenues, grants, and donations. The funds were intended to be used to support the conservation plans.
- Parks Canada considered that a dedicated source of funding was a necessary part of a heritage management plan, so that conservation would not impose an unreasonable financial burden on property owners.

Bylaw #203. A Bylaw respecting the provision of zones of such number, shape and area as may be deemed best suited to promote the health, safety, convenience and general welfare of the public by regulating the nature of present and prospective uses and occupancy of land, including the location and use of buildings and structures located thereon. (The ‘Zoning Bylaw’, 1977)

- Adopted 6 April 1977; repealed and superseded by Bylaw #80-08
- The bylaw established a Historic Control Zone and applied this zone to numerous blocks and individual lots within the Townsite. The Historic Control Zone was superimposed on the principal zones in these areas.

All applications for a building and/or development permit within a Historic Control Zone required submission of an application to the Planning Board for approval, based on conformity with the architectural style and building materials common in the City immediately following the 1898 Gold Rush.

Bylaw #80-08. A Bylaw to regulate the use of land and buildings in the City of Dawson. (The ‘Zoning Bylaw’, 1980)

- Adopted 4 December 1980; superseded Bylaw #203; repealed and superseded by Bylaw #97-25
- The bylaw established a Historic Control Zone and referred to the ‘Historic Control Bylaw’ (Bylaw #80-09; see below) for specific development regulations.
- The bylaw also gave the Historic Control Zone precedence in cases where regulations in the Historic Control Zone and the principal zone were in conflict.

Bylaw #80-09. A Bylaw to permit the City of Dawson to regulate and control the architectural design of buildings. (The ‘Historic Control Bylaw’, 1980)

- Adopted 11 September 1980; repealed and superseded by Bylaw #97-25
- The bylaw enabled the regulation and control of the architectural design of buildings within the Historic Control Zones.
- All applications for a building and/or development permit within a Historic Control Zone required submission of an application to the Planning Board for approval, based on conformity with the architectural style and building materials common in the City during, immediately preceding, and immediately following the 1898 Gold Rush.

Bylaw #97-25. Zoning and Historical Control Bylaw. (1997)

- The bylaw establishes three Historic Control Districts (called ‘overlays’): the Historic Townsite Overlay; the Klondike River Overlay; and the Top of the World Overlay.
- The bylaw establishes a Planning Board and enables the Board to review and decide upon all Development Permit Applications within a Historic Control District.
- All applications for a development permit in a Historic Control District require submission to the Planning Board for approval, based on application of ‘Council’s historic control guidelines’ to maintain the architectural style common in the City during, immediately preceding, and immediately following the 1898 Klondike Gold Rush. Detailed submission requirements are outlined.
- The Historic Control District regulations also apply to features in the public realm, such as boardwalks, railings, street furniture, banners, and utilities.

Bylaw #97-30. Official Community Plan. (1997)

- Section 8 of the Official Community Plan outlines the City of Dawson’s policies regarding Architectural Control and Heritage Conservation. These policies require that all new development within the Historic Townsite, and adjacent to the Klondike and Top of the World Highways, to be subject to architectural guidelines.

Bylaw #07-03. A Bylaw to regulate the proper maintenance of property and the abatement of nuisances ...

- Provides for maintenance standards for buildings, which will eliminate or reduce owners’ allowing their historic buildings to become unmaintained and deteriorated

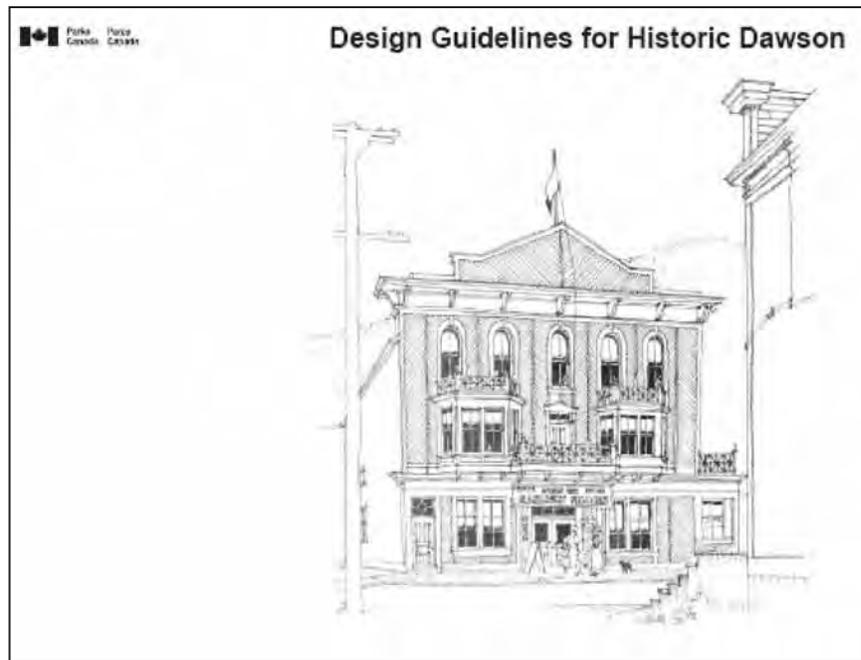
Bylaw #08-04. Property Maintenance and Nuisance Abatement Amendment No. 1 Bylaw

- Provides standards for placing plywood over the openings of buildings, as often done when buildings are vacated during the winter. This will improve the appearance of Dawson during the winter months.

Design Guidelines

Development in Dawson is also managed by means of design guidelines. As noted above, the *Zoning and Historical Control Bylaw* states that applications for a development permit in a Historic Control District require Planning Board approval, subject to the application of guidelines to maintain the Gold Rush style.

Parks Canada, *Design Guidelines for Historic Dawson* [c. 1980]



Parks Canada's Design Guidelines have been in use for nearly three decades.

Parks Canada produced a comprehensive set of design guidelines for use by both Parks Canada and the City of Dawson. The Introduction explains the purpose of the guidelines:

- For the Dawson City Planning Board to judge whether a proposed development within the historic control zone conforms to the architectural and landscape style common in Dawson during and immediately after the gold rush (1897-1917)
- To help residents and developers who want to make renovations, additions, and/or build new structures
- To aid Parks Canada with its projects of restoration, renovation, or rehabilitation

These guidelines have been much used (and abused) over the years. Residents, developers, and successive Planning Boards have had varying success at applying them, finding them particularly challenging with respect to new construction.

As a consequence, the consultants for this Heritage Management Plan have been asked to develop new design guidelines. This is addressed in Chapter 6.

City of Dawson, *Development and Construction Guide*

The City of Dawson has compiled a Development and Construction Guide to assist with applications for development permits and building permits. This comprises 6 pages of text and 10 pages of 'historically approved materials', which list acceptable materials and illustrate acceptable window types.

Parks Canada, Standards and Guidelines for the Conservation of Historic Places in Canada (2003)

Parks Canada has produced a comprehensive set of conservation standards and guidelines as part of the federal Historic Places Initiative. This manual provides good guidance for all conservation work to be undertaken within the Heritage Management Areas. It is available in hard copy, as a CD-ROM, or on line from Parks Canada. A printable version is available at http://www.pc.gc.ca/docs/pc/guide/nldclpc-sgchpc/nldclpc_sgchpc_e.pdf.

Management Plans and Inventories

Tr'ondëk Hwëch'in and City of Dawson

After the Goldrush: The Tr'ondëk Hwëch'in and City of Dawson Integrated Community Sustainability Plan (Draft, 2007) plans for long-term sustainability. It addresses heritage resources and heritage management.

Tr'ondëk Hwëch'in

The Tr'ondëk Hwëch'in has produced a management plan for Tr'ochëk, the former fishing camp at the confluence of the Klondike and Yukon Rivers. That plan and the present Heritage Management Plan are seen as being fully compatible. The Tr'ondëk Hwëch'in also has an inventory (in progress), the Lands and Heritage Database, which lists valued heritage resources in the traditional territory. The TH has also drafted the Tr'ondëk Hwëch'in Land Based Heritage Resources Policy.

Yukon Government

The *Yukon Historic Resources Act* is the statute that enables municipalities to manage their heritage. The Yukon Historic Sites Inventory lists 495 sites in Dawson; it is discussed in Appendix 3.

Parks Canada

Parks Canada has produced management plans for the Dawson Historical Complex, *S.S. Keno*, and Dredge No. 4 National Historic Sites. These plans pertain to the federal agency's management of its own properties. The Heritage Management Plan for Dawson addresses all lands and property within the city limits, including the national historic sites. The two plans – federal and municipal – are intended to be compatible and not in any way in conflict with each other.

Appendix 3: Municipal Inventory of Heritage Sites

Dawson City, with its rich array of heritage resources, has no municipal heritage inventory. It can, however, call upon the extensive data compiled by the Yukon Territorial Government, the Federal Government, and the Tr'ondëk Hwëch'in First Nation. The consultants find no need to create a new, municipal inventory, which would only duplicate data and services that are already well-developed, inclusive, and accessible.

The current information on heritage resources in Dawson and area is managed by three government agencies:

- Territorial Government
 - Yukon Historic Site Inventory
 - Yukon Register of Historic Places
- Aboriginal Self-government: Tr'ondëk Hwëch'in
 - Lands and Heritage Database
- Federal Government (Parks Canada)
 - Dawson Historical Complex
 - Canadian Register of Historic Places
 - Canadian Inventory of Historic Buildings

The Municipal Government does not hold heritage-inventory-type information.

This chapter briefly describes the types of resources listed by each agency, the manner in which they are accessed, the depth of information provided for each resource, and approximately how many resources are listed by each agency for the Dawson area.

Existing Inventories and Lists

Yukon Historic Site Inventory

The Yukon Historic Site Inventory (YHSI) is the broadest and best managed of the various inventories. It is an easily searchable on-line inventory and is fairly simple to navigate once a user is introduced to its workings. Access is available by request to The Registrar, Cultural Services Branch, Department of Tourism and Culture.

Generally, only sites more than 50 years old are listed in the inventory. Some 495 sites in Dawson City are included. Of these, 47 are owned federally, 2 territorially, and none municipally. The Branch has also prepared several maps of Dawson that supplement the YHSI. A large map of 1999 colour-codes the resources by dates: 1896-1905; 1906-1939; 1940-1965; and 1966-1999. Most pre-1966 sites are further identified by their YHSI number.

Yukon Register of Historic Places

The Yukon Register of Historic Places is an online resource of places that have been designated as having heritage significance on a municipal, territorial or national level. Two territorially designated resources, both of which are administered by the Cultural Services Branch, are listed on the Register: The Yukon Sawmill Company Office and the Dawson City Telegraph Office. Access at <http://www.yukonhistoricplaces.ca/>

Tr'ondëk Hwëch'in Resources

The history of the Tr'ondëk Hwëch'in (TH) has been documented by extensive oral history and research. Much material is available in publications, most comprehensively in *Hammerstones: A History of the Tr'ondëk Hwëch'in* (2003), as well as in *Tr'ochëk: The Archaeology and History of a Hän Fish Camp* (2001), *Archaeology at Forty Mile / Ch'ëdä Dek* (2006), and in their collections, archives, and research files, all of which can be accessed through the Heritage Department. Ongoing documentation of heritage resources is a priority of the TH Heritage Department. This information is recorded in the Lands and Heritage Database, a work in progress which can be accessed through contact with the Heritage Department. Some 133 historic features had been identified as of late 2007. Information can also be found in various other publications and at the Dawson City Museum, the Yukon Historical & Museums Association, and Parks Canada.

The most important multi-resource site in the Dawson area is Tr'ochëk National Historic Site, a fishing camp at the confluence of the Yukon and Klondike Rivers that was long an important gathering spot for the TH. After the arrival of gold-seekers, Tr'ochëk became known as Klondike City and then Lousetown. In more recent years it was settled by some Selkirk First Nation families, and then placer-mined by corporate interests. The federal government bought out the mining interests and turned it back to the TH as settlement land and a heritage site under the Final Agreement. The Yukon Government has undertaken archaeology at the site. The TH has prepared the *Tr'ochëk Heritage Site Management Plan* (2007). The plan has been approved by Chief and Council and awaits approval by the Government of Canada.

Parks Canada: National Historic Sites

Parks Canada administers three national historic sites in the Dawson area:

- Dawson Historical Complex NHS
- SS Keno NHS
- Dredge No. 4 NHS

Dawson Historical Complex identifies 17 buildings (12 of them owned by Parks Canada) as Level 1 heritage resources and another 17 buildings (all owned and managed by Parks Canada) that are Level II heritage structures, which 'contribute to the historic streetscape.' The historic structures are listed in Appendix 4.

Parks Canada has extensive file information on each of the heritage structures, as well as on the many artifacts, photographs, and interpretive stories that support the national historic sites. The information has not been consolidated into a single database, nor is this planned. Access to the material can be made by request to Parks Canada.

Other Historic Designations

Some 28 places, persons, or events in Yukon have been designated as being of national historic significance. The places in Dawson comprise several buildings in the Dawson Historical Complex, the SS Keno, and Dredge No. 4. Two designated people were active in the Dawson area: 'Klondike Joe' Boyle and Father William Judge. Three designated events relate to Dawson: Discovery Claim, which was the original gold discovery; the Northwest Territories and Yukon Radio System; and the Dawson to Ashcroft Telegraph Line, which is commemorated in Whitehorse.

Parks Canada: Canadian Register of Historic Places

The federal Historic Places Initiative includes the Canadian Register of Historic Places (CRHP), which is intended to become a single source of information about all historic places throughout Canada that have been recognized for their heritage value at the local, provincial, territorial, and national levels. Properties that have been placed on an official heritage register at any one of these levels are eligible for inclusion on the CRHP. The CRHP does not independently seek out properties to be listed. The Register is accessible on line to the general public. More than 17,000 resources across Canada are listed.

The CHRP lists 17 resources in Yukon, of which 9 are in the Dawson area: 5 in Dawson, 3 in Bear Creek, and Dredge No. 4 on Bonanza Creek.

Parks Canada: Canadian Inventory of Historic Building

The Canadian Inventory of Historic Building (CIHB) was initiated in 1971, with the objective of documenting about 200,000 pre-1920 buildings across Canada. The recording program was active for about a decade, during which time a considerable effort was made in Dawson. The CIHB was the most ambitious computer-based inventory undertaken anywhere in the world at the time.

The CIHB records, which include data on use, form and massing, and selected details, as well as 35mm black-and-white negatives, are retained at Parks Canada's headquarters in Gatineau, Québec. Copies of the Yukon material are kept at the Cultural Services Branch in Whitehorse and, it is believed, with Parks Canada in Dawson. The CIHB became a starting point for the YHSI, and the CIHB identification number is included beside the resource name in the YHSI.

The CIHB recording was done hastily and no research was undertaken, and so the data have only limited value. Many buildings that were recorded by CIHB have been demolished or significantly altered, but there was no follow-up initiative to track these changes. The consultants can see no benefit in incorporating CIHB data into a Dawson municipal database. Information from the CIHB was updated and incorporated into the YHSI in 1999.

This said, the CIHB has considerable value as a source for Dawson, in that it recorded many buildings before the Flood of 1979, and is an excellent reference for the appearance of Dawson's buildings before that catastrophic event.

Gaps in Existing Inventories

As mentioned above, the YHSI is the only formal, rigorous, updated inventory of Dawson sites. It will soon be made accessible to the general public. Considerable other information on Dawson's heritage resources exists, but it is less formally structured.

The principal shortfall with the current inventories is the lack of consolidation of the material. The TH resources have not been set up with any kind of searchable index or database. Parks Canada's data are well organized, but are not on a database, nor are they accessible to the general public.

The primary gaps in the information base are:

- Post-1966 buildings
- Information on resources in the YHSI after 1999
- Landscape features and cultural landscapes (from the Dawson slide to the Klondike tailings)
- Historical archaeological sites
- Events
- Persons

Recommendations for a Municipal Inventory

An organized and accessible inventory of municipal heritage resources would be desirable, but it would be a duplication of effort and resources to attempt to create a new Dawson inventory. Rather than that, the consultants recommend a long-range program, which would be a partnership among the various levels of government, to place the existing data on line and make the various databases accessible from a single point, preferably (but not necessarily) with a single search engine. Concurrent with this systems development, we recommend a long-range program of filling the gaps in the data with new, field- and document-based research.

As part of this initiative, the City of Dawson and the Yukon Cultural Services Branch should consider initiating a program of communication whereby the City provides up-to-date information on alterations and demolitions (as well as images) to the YHSI, and in return would receive access to the inventory for its own planning, programming, and interpretation use. As well, the City would add information as to categories such as *Themes and Functions* or *Management*. If the City of Dawson finds a need for new fields in the YHSI database, this can be arranged with the Cultural Services Branch. The public would have access on request.

The City of Dawson should open discussions with the Tr'ondëk Hwëch'in and Parks Canada, to investigate whether those entities would like to participate either in a program of making their heritage resource data more accessible, whether on a restricted or an open basis. If so, appropriate means should be developed for doing this.

Ideally, access to the data should be available to the general public. If there are reasons not to do this, then protocols should be developed as to what may be made available to particular users.

Immediate implementation of the exchange of information should happen as soon as a specific individual(s) is assigned this work. The task may be given to a City employee whose job description already involves planning and/or heritage and culture; or the task may be given to the Dawson City Museum, with a grant-in-aid from the City to maintain the up-to-date research needed to maintain the inventory.

Appendix 4: Thematic Framework

This chapter addresses the preparation of a thematic framework of Dawson prehistory and history. At present, themes relating to the Gold Rush period predominate in the appearance, the interpretation, and the mythology of the City. In contrast, the public consultation for the present report has clearly indicated that the community would like to see the full extent of the City's history addressed in the heritage management plan. Certain events, such as the arrival of Parks Canada in the 1960s and Flood of 1979, were seen as being particularly important to the development of the community.

Several compilations of themes that relate to Dawson's history have already been prepared. Primary among them are:

Yukon Historic Sites Inventory

In the late 1980s, the Yukon Heritage Branch commissioned a number of thematic studies to serve the Yukon Heritage Inventory (now known as the Yukon Historic Sites Inventory, or YHSI; see Section 3.1). The first, over-arching one appears to have been 'Yukon Heritage Inventory: Historical Themes Manual,' by Great Plains Research Consultants (1987). Its intended use was:

- as a means of grouping material into general thematic subject areas as it is recorded
- as a means of identifying potential artifact types to be recorded
- as a preliminary means of subdividing material into meaningful groups for evaluation

The historical themes were based on the broad divisions of historical enquiry, rather than following the historical sequence of Yukon development. They continue to be used today by the YHSI, with only minor revisions:

Economic	Industrial/Primary	mining	prospecting	
			gold	
			silver/lead	
			copper	
			coal	
		fishing		
		gathering		
		hunting		
		trapping		
		lumbering		
	farming			
	Industrial/Secondary	manufacturing		
		construction		
		technology		
	Commercial	power		
		trade		
		merchandising	general	
			specialty	
		services	food	
			drink	
			personal care	
			accommodation	
			repair	
			storage	
			professional	
			bush	
	Transportation	air	commercial	
			military	
		water	crude vessel	
			small vessel	
			large vessel	
		land	track/trail	
			road	
			rail	
			overland	
	Communications	bush		
		verbal	personal	
			postal	
			published	
wire		telegraph		
radio (wave)		telephone		
	broadcast			
Settlement and Community Development	buildings	shortwave		
		functional type	housing	
			industrial	
			commercial	
			religious/spiritual	
	public			
	design	secondary/support		
		seasonal		
		traditional		
		prefabricated		
stylized				

			material	brush
				log
				wood siding
				other siding
		patterns		
		public utilities		
Political/Governmental	Administrative	military	Canadian	First Nations Field Force
			American	
		mapping and Exploration		
		service	law enforcement	
			education	
			fire protection	
		operational sovereignty		
	Judicial			
	Legislative	organizations	parties	
			interest groups	
		functions		
Social/Cultural	Religious	traditional First Nation		
		Anglican		
		Roman Catholic		
		Presbyterian		
		United		
		other		
	Recreational	indoor	entertainment	
			sport	
		outdoor	entertainment	
			sport	
	Education/Information	schooling	primary	
			secondary	
		study	traditional First Nations	
			other	
		display	museums	
			other	
	Social Service	health care	traditional healing	
			western medicine	
	Peoples	contact		
		social organization		
	Material Culture	rites		
		arts & crafts		

In the early days of the Inventory, the Heritage Branch also commissioned a number of more specific thematic overviews. Some of these are:

- Margaret Carter, ‘Theme Study: Yukon History’ (1987) (not located)
- Rob Ingram, ‘Housing: A Thematic Overview of Dawson City’ (1989)
- Rob Ingram, ‘Customs Offices: A Theme Study’ (1990)
- Helen Dobrowolsky, ‘The Church in Yukon – A Thematic Study’ (1990)

Parks Canada

Commemorative Integrity Statements

Parks Canada administers three national historic sites: Dawson Historical Complex National Historic Site, Dredge No. 4 National Historic Site, and S.S. Keno National Historic Site. As part of the cultural resource management process, Parks Canada prepares a Commemorative Integrity Statement (CIS) for each. A CIS typically defines a set of nationally significant messages and values. These values are essentially a list of themes that are represented by the historic place. The values for each of the three sites are listed on the table that follows:

<i>NHS / Topic</i>	<i>Level 1 Values / Messages (related to reasons for commemoration)</i>	<i>Level 2 Values / Messages (local and regional significance, not directly tied to reasons for commemoration)</i>
Dawson Historical Complex	Dawson as a historical complex associated with the full extent (1896-1910) of the Klondike Gold Rush (see management plan for list of messages)	Dawson is part of the family of NHS – especially noted are Discovery of Gold, Father Judge, Martha Louise Black, Joseph Tyrell, William Ogilvie
	Dawson as a historical complex associated with the full impact of the Klondike Gold Rush (see management plan for list of messages)	Dawson’s thematic relationship with other gold rush / mining historic sites and museums
		History of First Nations in the Dawson region communicated
		Role of Community in conservation of Dawson communicated

		Continuing presence of First Nations, government, and mining community in Dawson
Dredge No. 4	Dredge No. 4's operations in the Yukon represent a nationally significant example of industrial mining in Canada	Cultural Landscape around Dredge No. 4 contributes to understanding of the significance of dredging in the Yukon
	The transformation of Klondike gold mining from early labour-intensive methods to corporate early labour-intensive mining, then to corporate industrial phases from 1896-1966.	Importance of natural history and ecology to the development of the cultural landscape at Dredge No. 4
		Site's important place in regional history of the Yukon – importance of dredging in Yukon's social, economic and politic development
		Links to other sites (Bear Creek, Discovery Creek, etc.)
SS Keno	The SS Keno is a representative example of the riverboats used on the lakes and rivers of the Yukon and exhibits the design and application of steam-powered technology sternwheeler technology	Relationship to other northern sites (MV Tarahne in Atlin, Thirty Mile Heritage River, SS Klondike in Whitehorse)
		History of water transportation in the Yukon generally

Parks Canada focuses on the Gold Rush period, since this is the primary commemorative intent of its historic sites.

Systems Plan

Parks Canada's Systems Plan provides a thematic outline for Canadian history. Its broad headings (there are also sub-themes), which are not unlike those developed for the YHSI, provide a good starting point for thinking about what is being covered in Dawson and what is not. Parks Canada also has three strategic initiatives to improve the representation of women, ethno-cultural communities, and First Nations in its commemorative scheme. These are not additional themes, but provide a strategic focus in terms of bringing forward nominations that might fit under any one of these thematic headings.

- Peopling the Land
- Developing Economies
- Building Social and Community Life
- Governing Canada
- Expressing Intellectual and Cultural Life

Each of these, in turn, has a number of sub-themes identified with it. The values and themes identified by Parks Canada can be embodied in a thematic framework for Dawson.

Tr'ondëk Hwëch'in

The Tr'ondëk Hwëch'in has no formal thematic outline, but has prepared a number of publications that address the history, themes, and sites that are valued by the First Nation. Three books reveal themes of interest. While the sites they address lie outside the city limits of Dawson, the themes are nevertheless relevant to our enquiry. The TH also has interpretive plans for Tr'ondëk and Fortymile, as well as a general interpretive manual.

<i>Publications re: First Nations Sites/History</i>		
Tr'ochëk	This fishing camp, at confluence of the Yukon and Klondike Rivers, was at the heart of Tr'ondëk Hwëch'in homeland. It was also an important gathering place and moose-hunting base.	
	Klondike Gold Rush brought many changes; Tr'ondëk Hwëch'in were displaced and it became the red-light district (Lousetown) and an industrial suburb (Klondike City)	

	Post-goldrush uses of the site	
	Tr’ondëk Hwëch’in maintain a relationship with this place. Archaeological initiatives. Tr’ochek today	
Fortymile / Cheda Dek	Fortymile as a gold rush community / NWMP outpost	
	Fortymile as homeland, especially as fishing camp, caribou hunting site	
Hammerstones	Leaving Tr’ochëk	<ul style="list-style-type: none"> - People of the river - Traders miners surveyors and police - Move / trail to Moosehide - Moosehide and Tr’ochëk
	Life at Moosehide	<ul style="list-style-type: none"> - Government from Outside - Religion and Education - Life on the Land and the River - Neighbours and Gatherings - Government from Within
	Rebuilding in Dawson	<ul style="list-style-type: none"> - The Depression, War, and after - Mining Claims and Land Claims - Envisioning the Future

Interviews have identified a number of intangible resources that relate to these themes. These include view from Dawson to the Yukon River (which have been severely compromised by the construction of the dike in the 1980s), and views from Tr’ochëk towards Moosehide and from Dawson to both those places.

Klondike Gold Rush National Historical Park

Skagway Historic District, the Chilkoot Trail, and the White Pass in Alaska, and Pioneer Square in Seattle together comprise the US National Park Service’s Klondike Gold Rush National Historic Park. Following are the primary themes identified in the *Klondike Gold Rush National Historical Park Long Range Interpretive Plan*:

- The Park commemorates the struggles and accomplishments of all who participated in the Klondike Gold Rush.
- The story of the Klondike Gold Rush is revealed in thousands of historic artifacts, photographs, and archaeological features that can be observed along the White Pass and Chilkoot trails and in association with historic buildings in Skagway.
- Human use and occupation of the area has influenced and has been influenced by the diversity of natural communities found within the Skagway and Taiya river valleys
- The Klondike Gold Rush had lasting and far-reaching economic, social, and technological impacts.
- Alaskan Natives and First Nations people, who had long used the Skagway and Taiya river valleys as vital trade routes to the interior, were impacted by the gold rush, played important roles during the stampede, and remain an active and flourishing culture today.
- The Skagway and Taiya river valleys have been important corridors between the coast and the interior from prehistoric times into the present.
- Extreme diversity in topography and climate from sea level to the summits of Chilkoot Pass and White Pass create dramatic variances in flora and fauna.
- The preservation and restoration of many gold rush era structures and artifacts are the result of continued partnerships, with private, city, state, tribal, federal, and Canadian entities.

These themes are compatible with those identified by Parks Canada.

The four units of the Klondike Gold Rush National Historic Park, Chilkoot Trail NHS, the Thirtymile section of the Yukon River, Dawson Historical Complex NHS, and Discovery Claim NHS were together proclaimed as the Klondike International Historic Park in 1998 by US President Bill Clinton and Prime Minister Jean Chretien.

Proposed Thematic Framework

It is evident from this summary of thematic studies that the current focus at Dawson is:

- Dawson City during the Gold Rush (1896-1910)
- Industrial mining and dredging after the initial Gold Rush
- The Dawson area as part of the homeland of the Tr'ondëk Hwëch'in

This present focus leaves many gaps – essentially the full spectrum of activities of non-Aboriginal people since 1910, other than the themes of industrial mining and river transportation interpreted at Dredge No. 4 NHS and SS Keno NHS. Our consultation with stakeholders indicated an interest in commemorating a much broader scope of Dawson's history.

After gaining an overview of Dawson's development and speaking to the community, the consultants have drafted a broad thematic framework of Dawson history. The next step was to populate this framework with

historic resources, so that it may support the development of the heritage management plan. What follows is an initial – and certainly incomplete – attempt to do this. The principal themes that relate to Dawson’s history are in bold; some sub-themes are indicated as dash points; and a first list of resources is indented from there.

The resource economy

- Gold extraction
 - Discovery Claim
 - Dredge No. 4 NHS
 - Tailings along the Klondike River and Bonanza Creek
 - Bear Creek complex (Yukon Consolidated Gold Company)
 - Karen Dubois House (YCGC; 2nd Ave., nr Downtown Hotel)
 - Grey house on 3rd Avenue (UCGC? ‘two blocks over’)
 - 3 houses on 7th Avenue between Queen and Duke (some houses Douglas fir; some moved here)
- Other resource economies
 - Moose-hunting on the Flats
 - Fishing
 - Yukon Saw Mill Co. Building

The non-resource economy

- Heritage conservation and tourism
 - Palace Grand Theatre, 1962
 - Diamond Tooth Gertie’s, licensed in 1970s
 - Red Feather complex
 - Dancing Moose Building, restored late 1980s
 - KVA Visitor Centre
 - Dänojä Zho Cultural Centre

Transportation

- The Yukon River
- The Klondike River

- Travel between Tr'ochëk and Moosehide
- SS Keno NHS
- Road pattern
- Ferry
- Airport

Community and social development

- Before the Gold Rush
 - Tr'ochëk
 - Moosehide
- 1896-1910
 - Dawson Historical Complex NHS Level 1 and 2 resources
 - Early uptown residential buildings
 - The Cemeteries (and in later periods)
- 1910-1939
 - Surviving buildings and landscapes from 1910-1939 (not yet identified)
 - Westminster Hotel
- 1939 to Flood of 1979
 - Cassiar Building, 1950s (beside BBNA - insulbrick)
 - Yukon Housing, 1970s ff
 - El Dorado Hotel, 1971 (subsequent additions, alterations, repairs)
 - Gold City Hotel, 1976
- Reconstruction after the Flood of 1979
 - The Dike
 - Trailers / mobile homes: came in years immediately after the flood
 - Yukon Housing, 1980s
 - Downtown Hotel, 1982
 - Midnight Sun Hotel, 1983

- Visitor Centre
- Dänojä Zho Cultural Centre
- Triple J
- Shirley Pennell's house (?)
- TH Housing, 5th between Albert and Duke, 1986-90
- Clinton Creek houses: moved here from Clinton Creek (near Fortymile) when mine closed in 1980s (e.g. 8th at Princess)
- DINA housing for THFN, 4th between Duke and York, c. 1960s
- Trond'äk Subdivision (since 2000)

Cultural, intellectual, and recreational life

- Cultural life
 - Palace Grand Theatre
 - The Bandstand
 - Writers' row: Robert Service Cabin, Jack London House, Berton House
 - Klondike Institute of Arts and Culture, 2007
- Recreational life
 - Dawson's parks

Governing Dawson

- Parks Canada Level 1 and Level 2 resources that were used for administrative purposes (e.g., Commissioner's Residence, NWMP Married Quarters)
- Old Territorial Administration Building (Dawson City Museum)
- TH offices
- Parks Canada offices
- City of Dawson

This is – and will always remain – a work in progress. Additional themes and sub-themes can be added, and the list can be expanded to include Persons and Events, as well as Places. The outline and the list will surely have numerous overlaps; this is the nature of an undertaking of this kind.

Appendix 5: Draft Bylaws

This Appendix contains draft revisions to the Zoning and Historic Control Bylaw and draft texts of the proposed Heritage Bylaw and Heritage Fund Bylaw.

Appendix 5.1: Proposed Revisions to the City of Dawson Zoning and Historic Control Bylaw (Draft)

1. Change bylaw title from ‘Zoning and Historic Control Bylaw’ to ‘Zoning and Heritage Management Bylaw’.
2. Replace the City Planning Board with a Heritage Advisory Committee, established under Section 179(1) of the Municipal Act. The roles and responsibilities of the Heritage Advisory Committee shall be to consider and make recommendations to the Development Officer on Development Permit Applications within the Heritage Management Areas identified in this bylaw, and such other responsibilities as the Council may delegate to it from time to time. The members of the Heritage Advisory Committee shall also perform the duties identified for the Heritage Advisory Committee in the Heritage Bylaw.
3. Make appropriate reference to the ‘Dawson City Heritage Management Guidelines,’ to replace ‘Council’s guidelines,’ and which comprises (1) the ‘Recommendations for Heritage Management,’ comprising Section 4.1 of the Dawson City Heritage Management Plan; and (2) the ‘Design Guidelines for Architectural Conservation and Infill,’ comprising Chapter 6 of the Dawson City Heritage Management Plan.
4. Revise the text of the three Historic Overlays as follows:
 - (1) ‘Downtown Heritage Management Area’ to replace ‘Historic Townsite Overlay’
 - (2) ‘Valley, Confluence and Bowl Heritage Management Area’ to replace ‘Top of the World Historic Overlay’ and ‘Klondike River Historic Overlay’
5. Revise Section 4 (Appointment and Duties of Development Officer) as follows:

‘A Development Officer may exercise discretion in granting variances of the requirements of this bylaw up to 10% in any Heritage Management Area provided that there will be no detrimental impact on adjacent properties or the neighbourhood.’

Valley, Confluence and Bowl Heritage Management Area (to replace “Top of the World Historic Overlay” and ‘Klondike River Historic Overlay’)

(1) Purpose

To apply certain development and redevelopment criteria as specified in the Dawson City Heritage Management Design Guidelines in order to maintain the heritage character of those portions of the Klondike Valley Cultural Landscape which lie within the jurisdiction of the City of Dawson. The purpose of the Valley, Confluence and Bowl Heritage Management Area includes the maintenance of architectural style, streetscapes and landscape features common to the entire range of history of the

Dawson City region, with special emphasis on the 1898-1910 Gold Rush era; in addition to natural landscape features valued by the various constituents of the Dawson community, as well as landscape features, buildings and structures that relate to gold extraction, including selected dredge tailings.

(2) Application

- a) This Area applies to those lands identified in the schedule which accompanies this Management Area;
- b) Where the provisions of the Management Area schedule are in conflict with the regulations of any other section of the Zoning and Heritage Management Bylaw, the more restrictive provisions shall take precedence. Where there is no conflict, the provisions of the Heritage Management Area shall be applied in conjunction with the regulations of the Underlying District(s) and other sections of the Zoning and Heritage Management Bylaw.
- c) The Development Officer shall apply the regulations of this Management Area to a Development Permit application involving new development or any existing development which, in the opinion of the Development Officer, is being substantially enlarged or increased in intensity.
- d) Notwithstanding that a development does not conform to this Management Area, where a Development Permit was issued prior to the adoption of this Management Area, such development shall be deemed to conform to the regulations contained within this Area. However, in the case of any subsequent extension or enlargement of or addition to the development, the provisions of this Area shall only apply to that particular extension, enlargement or addition and to that portion of the site which, in the opinion of the Development Officer, is related to and affected by the particular extension, enlargement or addition.
- e) This Area shall also apply to all public highways, roads, streets and lanes where streetscape features are involved, such as boardwalks, railings, street furniture, decorations, banners and utilities.
- f) Front, rear and side yard setbacks may be reduced, and densities and heights may be increased, if the design resulting from the modifications is compatible with the Dawson City Heritage Management Plan and its Design Guidelines.

(3) Uses

The Permitted and Discretionary uses are those specified in the underlying District(s).

(4) Regulations

All Use Classes

- a) Any structure constructed on-site, assembled on-site, or moved on to the site must be done so in conformity with the regulations of the Heritage Management Area and must have been issued a Development Permit.
- b) All applications must include drawings of all elevations.

- c) All applications must include detailed drawings of all exterior doors, door frames, windows, window frames, eaves of all facades, balconies, porches, stairs and fences.
- d) All applications must identify structural types and rooflines as per Section 8, Part 1 (Development Permit Applications).
- e) All applications must include description of materials used for all components listed in a to d, including colour.

Downtown Heritage Management Area (to replace a portion of ‘Townsite Historic Overlay’)

(1) Purpose

To apply certain development and redevelopment criteria as specified in the Council’s Heritage Management Design Guidelines to those uses specified in the underlying District(s) of the Downtown Heritage Management Area in order to maintain the architectural style, streetscapes and landscape features common during the 1898 Gold Rush era, as well as the extant valued resources of later periods.

(2) Application

- a) This Area applies to those lands identified in the schedule which accompanies this Management Area;
- b) Where the provisions of the Management Area schedule are in conflict with the regulations of any other section of the Zoning and Heritage Management Bylaw, the more restrictive provisions shall take precedence. Where there is no conflict, the provisions of the Heritage Management Area shall be applied in conjunction with the regulations of the Underlying District(s) and other sections of the Zoning and Heritage Management Bylaw.
- c) The Development Officer shall apply the regulations of this Management Area to a Development Permit application involving new development or any existing development which, in the opinion of the Development Officer, is being substantially enlarged or increased in intensity.
- d) Notwithstanding that a development does not conform to this Management Area, where a Development Permit was issued prior to the adoption of this Management Area, such development shall be deemed to conform to the regulations contained within this Area. However, in the case of any subsequent extension or enlargement of or addition to the development, the provisions of this Area shall only apply to that particular extension, enlargement or addition and to that portion of the site which, in the opinion of the Development Officer, is related to and affected by the particular extension, enlargement or addition.
- e) This Area shall also apply to all public highways, roads, streets and lanes where streetscape features are involved, such as boardwalks, railings, street furniture, decorations, banners and utilities.
- f) Front, rear and side yard setbacks may be reduced, and densities and heights may be increased, if the design resulting from the modifications is compatible with the Dawson City Heritage Management Plan and its Design Guidelines.

(3) Uses

The Permitted and Discretionary uses are those specified in the underlying District(s).

(4) Regulations

All Use Classes

- a) Any structure constructed on-site, assembled on-site, or moved on to the site must be done so in conformity with the regulations of the Heritage Management Area and must have been issued a Development Permit.
- b) All applications must include drawings of all elevations.
- c) All applications must include detailed drawings of all exterior doors, door frames, windows, window frames, eaves of all facades, balconies, porches, stairs and fences.
- d) All applications must identify structural types and rooflines as per the Heritage Management Design Guidelines.
- e) All applications must include description of materials used for all components listed in a to d, including colour.

Residential Heritage Management Area (to replace a portion of ‘Townsite Historic Overlay’)

(1) Purpose

To apply certain development and redevelopment criteria as specified in the Council’s Heritage Management Design Guidelines to those uses specified in the underlying District(s) of the Downtown Heritage Management Area in order to maintain the architectural style streetscapes and landscape features common during the 1898 Gold Rush era, as well as the extant valued resources of later periods and the ‘Dawson Vernacular’ style described in the Dawson Heritage Management Design Guidelines.

(2) Application

- a) This Area applies to those lands identified in the schedule which accompanies this Management Area;
- b) Where the provisions of the Management Area schedule are in conflict with the regulations of any other section of the Zoning and Heritage Management Bylaw, the more restrictive provisions shall take precedence. Where there is no conflict, the provisions of the Heritage Management Area shall be applied in conjunction with the regulations of the Underlying District(s) and other sections of the Zoning and Heritage Management Bylaw.
- c) The Development Officer shall apply the regulations of this Management Area to a Development Permit application involving new development or any existing development which, in the opinion of the Development Officer, is being substantially enlarged or increased in intensity.

- d) Notwithstanding that a development does not conform to this Management Area, where a Development Permit was issued prior to the adoption of this Management Area, such development shall be deemed to conform to the regulations contained within this Area. However, in the case of any subsequent extension or enlargement of or addition to the development, the provisions of this Area shall only apply to that particular extension, enlargement or addition and to that portion of the site which, in the opinion of the Development Officer, is related to and affected by the particular extension, enlargement or addition.
- e) This Area shall also apply to all public highways, roads, streets and lanes where streetscape features are involved, such as boardwalks, railings, street furniture, decorations, banners and utilities.
- f) Front, rear and side yard setbacks may be reduced, and densities and heights may be increased, if the design resulting from the modifications is compatible with the Dawson City Heritage Management Plan and its Design Guidelines.

(3) Uses

The Permitted and Discretionary uses are those specified in the underlying District(s).

(4) Regulations

All Use Classes

- a) Any structure constructed on-site, assembled on-site, or moved on to the site must be done so in conformity with the regulations of the Heritage Management Area and must have been issued a Development Permit.
- b) All applications must include drawings of all elevations.
- c) All applications must include detailed drawings of all exterior doors, door frames, windows, window frames, eaves of all facades, balconies, porches, stairs and fences.
- d) All applications must identify structural types and rooflines as per the Heritage Management Design Guidelines.
- e) All applications must include description of materials used for all components listed in a to d, including colour.

Appendix 5.2: City of Dawson Heritage Bylaw (Draft)

A bylaw to provide for the protection of municipal heritage resources.

WHEREAS sections 15(1) and 37(1) of the *Historic Resources Act*, Part 5, SY 2002 provide that a municipal Council may, by bylaw, designate as a Municipal Historic Site, any site within the municipality that, in the opinion of Council, is an important illustration of the historic development of the community, or of the peoples of the community and their respective cultures, or the natural history of the community that has sufficient historical significance to be so designated; and

WHEREAS the Council of the City of Dawson considers it important to provide for the conservation and management of heritage resources in accordance with the following Vision: The built and natural heritage features of the Klondike Valley Cultural Landscape, of which the Dawson Townsite forms an important component, will be managed in a way that improves the quality of life for residents of the City and the region and which provides an enhanced destination attraction for international tourism. The heritage management program will tell the story of the entire human history of the Klondike Valley, with particular emphasis on the Gold Rush era of 1898-1910.

NOW THEREFORE the Council of the municipality of the City of Dawson, in open meeting assembled, hereby ENACTS AS FOLLOWS:

SHORT TITLE

1. This bylaw may be cited as the “**Heritage Bylaw**”.

DEFINITIONS

2. In this bylaw,

“**Alteration**” means installation, demolition, modification, repair, restoration, renovation, excavation and exterior re-colouring.

“**City**” means the City of Dawson.

“**Council**” means the Council of the City of Dawson.

“**Development Officer**” means an employee of the City of Dawson or an authorized representative as designated in writing by the Chief Administrative Officer.

“**Heritage Inventory**” means a listing of the Heritage Resources in the City of Dawson, as adopted by Council.

“**Heritage Resource**” means a historic site, historic object, or any work or assembly of works of nature or human endeavour listed in the Heritage Inventory.

“**Historic Resource Permit**” means a permit issued by the Development Officer to authorize any proposed activity to a heritage resource. This permit is one and the same as the Development Permit required under the Zoning and Heritage Management Bylaw.

“**Inspector**” means any person appointed as a Bylaw Services Officer for the City.

“**Municipal Historic Site**” means an area or place, parcel of land, building or structure, or the exterior or interior portion of a building or structure that is by itself, or by reason of containing a heritage resource, designated by Council as a Municipal Historic Site.

“**Settlement Land**” means land defined as settlement land in a land claims agreement.

“**Yukon Historic Resources Appeal Board**” means the appeal board as established under the *Historic Resources Act*.

ADMINISTRATION OF THE HERITAGE BYLAW

3. The administration of this bylaw shall be under the management and control of the Development Officer.

HERITAGE REGISTER

4. The City must maintain a register of Municipal Historic Sites within the City limits, showing:
 - (1) The location of the site and description of its boundaries;
 - (2) An explanation of the significance of the site;
 - (3) The date of designation of the site;
 - (4) The names and residence addresses of the owners and lessees of the site, and;
 - (5) Any other information Council thinks advisable.
5. The Heritage Register may include Heritage Resources, which have not been designated.

DESIGNATION OF HISTORIC SITES

6. Council may designate any site as a Municipal Historic Site when satisfied that the site is an important illustration of the historic or pre-historic development or natural history or peoples and cultures of the Klondike Valley Cultural Landscape. Since all buildings and structures within the Dawson Townsite are considered to meet these criteria because they have heritage value as part of the many-themed historic fabric of the Klondike Valley Cultural Landscape, the Council may designate all sites within the Dawson Townsite as Municipal Historic Sites. Beyond the Dawson Townsite, the Council may designate as Municipal Historic Sites those particular sites that are identified as meeting the criteria.

7. Where Council proposes to designate a Municipal Historic Site; it shall prepare a bylaw to that effect.
8. Any person or group of persons may petition Council to designate a site as a Municipal Historic Site. A nomination for a Municipal Historic Site Designation shall be made to the Development Officer.
9. If the site proposed for designation is on settlement land, Council may not designate the site without the written consent of the governing body of the Yukon First Nation, which governs the settlement land.
10. If the site proposed for designation is a residence occupied by the owner of the residence, Council may not designate the site without the written consent of the owner.
11. A site that has no inherent historic significance may be included in a Municipal Historic Site if its inclusion is advisable for the protection or enhancement of the Historic Site.
12. Having prepared a bylaw to designate a site as a Municipal Historic Site, Council shall prepare a notice of the intended designation with a copy of the proposed bylaw attached, declaring the intention of Council to designate the site as a Municipal Historic Site. Such notice shall state a date, time, and place for a hearing to be held by Council to receive objections and other representation with respect to the proposed bylaw, and shall contain such other information and particulars as Council thinks necessary. The date so stated shall be no earlier than 60 days after the latest date on which a copy of the notice of intended designation is served, and the Development Officer shall:
 - (1) serve the owner and any lessee of the site, and the Minister, with a copy of the notice of intended designation and attached bylaw;
 - (2) publish a copy of the notice of intended designation in two (2) issues of a newspaper or one (1) issue of each of two (2) newspapers circulating in the area of the municipal site;
 - (3) have the intention broadcast over radio and television as part of the service the broadcaster offers for publicizing community events; and
 - (4) where the site is land within the boundaries of a description in a certificate of title under the *Land Titles Act* (of Canada), file a copy of the notice of intended designation in the Land Titles office.
13. The Minister, and any person who has been served with a municipal notice of intended designation, and any other person or group affected by or interested in the proposed bylaw may attend at the hearing provided either alone or with counsel and make representations about the proposed bylaw.
14. If there are no objections to a proposed bylaw at the hearing, Council may, after the hearing,
 - (1) resolve not to proceed with the proposed bylaw, notwithstanding that there were no objections, or
 - (2) pass the bylaw.

If, under this Part, a municipal council resolves not to proceed further with a proposed designation, or resolves to confirm a bylaw under appeal, or passes a bylaw making a designation, or by bylaw revokes a designation, the council

- (a) shall serve a copy of the resolution or the bylaw on the Minister and on the owner and any lessee of the affected site;
- (b) shall publish a notice of the resolution or the bylaw in the same way as paragraphs 39(2)(b) of the Historic Resources Act require the notice of intended designation to be published; and
- (c) if a notice of intended designation respecting the affected site has already been filed under paragraph 39(2)(d) of the Historic Resources Act, shall similarly file notice of the resolution or bylaw.

APPEALS

15. Where there are objections to a proposed bylaw at a hearing held under this bylaw, Council may, after the hearing;
 - (1) resolve not to proceed further with the proposed designation,
 - (2) revoke the designation with respect to part of the site and pass it as amended, or
 - (3) submit the proposed bylaw along with the objections to the Yukon Historic Resources Appeal Board and request the Appeal Board to hold a hearing and thereafter to report its recommendations to Council.
16. Upon receiving and considering a report from the Yukon Historic Resources Appeal Board in respect of a proposed bylaw, Council may,
 - (1) resolve not to proceed with the proposed bylaw,
 - (2) amend the proposed bylaw, or
 - (3) pass the proposed bylaw without amendment.
17. In addition to the right of objection, any owner or lessee of a Municipal Historic Site, and any person or group affected by or interested in the designation, may appeal to Council at any time after the designation is made, but only if there is new information, which has been discovered since the making of the designation. This information must pertain to circumstances existing before the designation was made and put in doubt the appropriateness of the designation. The appeal shall be taken by serving the City with a notice of appeal summarizing the reasons for appeal.
18. Upon being served with notice of a Municipal Historic Site designation appeal, Council shall either refer the appeal to the Yukon Historic Resources Appeal Board or hold a hearing and,

- (1) dismiss the appeal, or
 - (2) by bylaw, revoke the designation, or
 - (3) by bylaw, revoke the designation with respect to part of the site.
19. If Council refers the appeal to the Yukon Historic Resources Appeal Board, Council may, upon receiving and considering the report of the Yukon Historic Resources Appeal Board,
- (1) by bylaw, revoke the designation,
 - (2) by bylaw, revoke the designation with respect to part of the site, or
 - (3) by resolution, confirm the bylaw appealed from and dismiss the appeal.
20. Council may at any time, on its own motion and without a hearing, resolve not to proceed further with a proposed bylaw.
21. Where a bylaw as proposed or as amended, has been passed under the authority of the Heritage Bylaw, Council may by a further bylaw, revoke or vary that bylaw, but the revocation or variation must be made by following the same procedure as is established for making designations when there are objections.
22. Where, under this bylaw, Council resolves not to proceed further with a proposed designation, or resolves to confirm a bylaw under appeal, or passes a bylaw making a designation, or by bylaw revokes a designation, Council
- (1) shall serve a copy of the resolution or the bylaw on the Minister and on the owner and any lessee of the affected site,
 - (2) publish a notice of the resolution or bylaw in two (2) issues of a newspaper or one (1) issue of each of two (2) newspapers circulating in the area of the historic site;
 - (3) where a notice of intended designation respecting the affected site has already been filed, the Development Officer shall similarly file notice of the resolution or bylaw.

PROTECTION OF SITES

23. No person shall demolish or move a Municipal Historic Site unless the activity is carried out in accordance with a Historic Resources Permit.
24. No person shall carry out an activity that will alter the historic character of a site that is designated or where Council has provided notice of intent to designate unless the activity is carried out in accordance with a Historic Resources Permit.

25. Upon receipt of an application for demolition of an undesignated Heritage Resource listed on the Heritage Inventory, the Development Officer shall bring the application forward to determine if Council wishes to commence the process for designation.
26. Any person who proposes to carry out an activity that may alter the historic character of a Municipal Historic Site or a site that is subject to a notice of intended designation shall, prior to commencing the proposed activity, submit to the Development Officer an application for a Historic Resources Permit.
27. Upon receiving an application for a Historic Resource Permit, the Development Officer may:
- (1) refuse to issue a permit and shall provide reasons in writing to the applicant;
 - (2) issue a permit or issue a permit with variations;
 - (3) issue a permit with conditions necessary for the protection of the site; or
 - (4) require the applicant to provide financial security to mitigate possible damage to the historic resource.
28. All applications for alteration or demolition of a Heritage Resource listed on the Dawson Heritage Inventory shall comply with the City of Dawson Zoning and Heritage Management Bylaw, and, more specifically, sections 2, 3 and 8 of this Bylaw, which outline requirements for development and demolition permits within the City of Dawson.

ENFORCEMENT

29. The Designated Officer may conduct investigations and may,
- (1) with the consent of the occupant in charge of the place, enter any place;
 - (2) at any reasonable time, enter any place to which the public is ordinarily admitted;
 - (3) request the production of documents or things that seem relevant to the investigation;
 - (4) upon giving a receipt, remove from any place documents produced in response to a request under this article and make copies of them or extracts from them;
 - (5) upon giving a receipt, remove from any place any other thing produced in response to a request under this Article and retain possession of it for so long as a person having the right to withhold the thing from the Development Officer consents to the Development Officer having possession of the thing.

ORDERS TO REMEDY BREACH

30. Where Council believes on reasonable grounds that a person is in breach of the Heritage Bylaw, or Part 5 of the *Yukon Historic Resources Act*, or a Municipal Historic Resources Permit, or a provision of an

agreement entered into with the City under this bylaw, Council may by order in writing served upon the person,

- (1) require the person to remedy the breach within a period of time stated in the order, or
 - (2) where Council has reason to believe that irreparable or costly damage is likely to result if the breach continues, require the person to remedy the breach forthwith upon the service of the order.
31. If a person who is required by an order to remedy a breach fails to obey the order, Council may, upon notice to the person, apply to a judge of the Supreme Court for an order authorizing employees of the City to enter the affected Municipal Historic Site and there take such steps as may be necessary to remedy the breach effectively, including
- (1) the removal of any workers, materials, or equipment found on the Municipal Historic Site, and
 - (2) doing the work required to be done. The judge may grant the order or such other order as the judge thinks proper and may make the order subject to such conditions as the judge thinks necessary.
32. Where Council believes that the delay to obtain an order under this section is likely to result in irreparable damage to historic resources or human remains, Council may, without such an order and with no further notice to the owner or lessee of the Municipal Historic Site, enter the Municipal Historic Site and there take or cause to be taken such steps to which reference is previously made as may be necessary to halt the damage, but shall not take or cause to be taken any other steps except pursuant to and in accordance with the order of a judge.
33. Where Council takes steps under this section to remedy a breach committed by any person, the City may recover from the person,
- (1) the costs and expenses necessarily incurred by the City in taking those steps, and
 - (2) the amount of any grant made to the person by the City under this Bylaw by way of assistance.

APPEALS AGAINST ORDER OR ACTION OF THE CITY

34. A person aggrieved by an order made or action taken by the City in enforcing the terms of this bylaw may appeal to a Judge of the Supreme Court within 30 days from the making of the order or the taking of the action and the judge may,
- (1) confirm the legality of the order or, if it is in some way not legal, direct Council to vary or rescind it;
 - (2) confirm the legality of the action or, if it is in some way not legal, direct Council to modify it;
 - (3) give such direction about implementing the order or of the action as the Judge thinks proper.

COUNCIL POWERS

35. Council may engage in activities or expend money for one or more of the following purposes:

- (1) to acquire, conserve and develop heritage property and other heritage resources;
- (2) to study and gain knowledge about the City's history and heritage;
- (3) to increase public awareness, understanding and appreciation of the City's history and heritage;
- (4) for any other activities that it considers necessary or desirable with respect to the conservation and management of heritage property and other heritage resources.

36. Council may, by bylaw, require the owner or lessee of a Municipal Historic Site to take measures for the repair, maintenance, preservation, protection or restoration of the site, subject to the City providing grants, loans, professional or technical or other assistance to the owner to or lessee to pay for those improvements.

37. Council may, by bylaw, enter into an agreement with the owner or lessee of a Municipal Historic Site for the purpose of providing for the maintenance, preservation or protection of the site, or with respect to providing financial and/or technical assistance in order to protect proposed or designated historic sites.

HERITAGE FUND

38. The City may establish a heritage fund, for which the City may receive by donation, public subscription, devise, bequest or otherwise, money or property (personal or real).

ACQUISITION AND DISPOSAL OF MUNICIPAL HISTORIC SITES

39. If the Council believes it to be in the public interest, Council may acquire a Municipal Historic Site by gift, devise, purchase, lease, exchange, expropriation under the *Expropriation Act*, or otherwise; and, if the Municipal Historic Site is owned by the municipality, sell give or lease the Municipal Historic Site to any person or group for use or development according to the conditions of the lease, gift or sale.

HERITAGE ADVISORY COMMITTEE

40. The Heritage Advisory Committee, established under Section 48(1) of the *Historic Resources Act*, shall:

- (1) Consider and make recommendations to the Development Officer regarding Historic Resource Permit applications;
- (2) Perform the duties identified for the Heritage Advisory Committee in the Zoning and Heritage Management Bylaw; and
- (3) Such other duties as the Council may delegate to it from time to time.

HERITAGE INCENTIVES

41. The Council may, by bylaw and/or regulation, introduce a program of heritage incentives. The program will provide monetary and non-monetary incentives to property owners, in order to encourage and facilitate them in the conservation and improvement of their properties in conformance with the Zoning and Historic Control Bylaw and the Dawson City Heritage Management Guidelines. The heritage incentives may include, but not be limited to:

- (1) Grants, incentive loans, or other monetary incentives enabled by the Heritage Fund Bylaw;
- (2) Planning relaxations and other non-monetary incentives enabled by the Municipal Act, other statutes, the Official Community Plan, bylaw, and/or other instruments.
- (3) Such other incentives as the Council may approve.

OFFENCE

Any person who contravenes the provisions of this bylaw is guilty of an offence.

Appendix 5.3: City of Dawson Heritage Fund Bylaw (Draft)

A bylaw to authorize the establishment of a Heritage Fund for the receipt of money or property in order to support the conservation and management of heritage properties in the City of Dawson.

WHEREAS Section 244 of the Municipal Act, R.S.Y. 2002 provides that Council may by bylaw establish one or more reserve funds in the name of the municipality; and

WHEREAS Council wishes to establish a heritage reserve fund to set aside funding for the conservation and management heritage resources in the City of Dawson;

NOW THEREFORE the Council of the municipality of the City of Dawson in open meeting assembled hereby ENACTS AS FOLLOWS:

SHORT TITLE

1. This bylaw may be cited as the “Heritage Fund Bylaw”.

DEFINITIONS

2. In this bylaw,

“City” means the City of Dawson.

“Council” means the Council of the City of Dawson.

“Heritage Inventory” means a listing of the Heritage Resources in the City of Dawson, as adopted by Council.

“Heritage Resource” means a historic site, historic object, or any work or assembly of works of nature or human endeavour listed in the Heritage Inventory.

“Municipal Historic Site” means an area or place, parcel of land, building or structure, or the exterior or interior portion of a building or structure that is by itself, or by reason of containing a heritage resource, designated by Council as a Municipal Historic Site.

HERITAGE FUND

3. There shall be established a heritage reserve fund (the “Heritage Fund”) to assist with any of the following purposes within the City of Dawson:
 - (1) Restoration, enhancement or renovation of Municipal Historic Sites;
 - (2) Acquisition of Municipal Historic Sites by the City;

- (3) Provision of financial assistance to owners or lessees of Municipal Historic Sites for restoration, enhancement or renovation of the Site;
 - (4) Increasing public awareness of heritage resources and heritage management in the City;
 - (5) Other purposes as specified by Council.
4. For the purposes of this bylaw, a heritage property eligible for funding shall be designated as a Municipal Historic Site under the City of Dawson Heritage Bylaw. However, the City will have the ability to access the fund in support of a property not yet designated, should the City wish to purchase the building and/or property in question.

FUNDING OF HERITAGE FUND

5. The Heritage Fund, in addition to transfers budgeted for this purpose by Council, may receive donations of cash from individuals, corporations, and other governments. The fund shall be interest-bearing.
6. The City may, at its sole discretion, decline any donation.
7. The method for calculating contributions to the Heritage Fund shall be by way of entering the amount of each donation and the name of the donors.
8. Any donation that is subject to a condition that the donation be used in a particular manner, or for a particular purpose or program operated by the City, is acceptable provided that each of the following requirements is fulfilled to the satisfaction of the City:
 - (1) No benefit accrues to the person making the donation; and
 - (2) The directed donation does not benefit any person not dealing at arm's length with the person making the donation; and
 - (3) The decisions regarding utilization of the donation within the Heritage Fund or the program rest exclusively with the City of Dawson.
9. The City of Dawson shall issue official income tax receipts for all donations to the Heritage Fund.

WITHDRAWALS FROM THE HERITAGE FUND

10. An application for a withdrawal from the Heritage Fund shall be for one or more of the following purposes:
 - (1) Grants or incentive loans to provide partial funding to property owners for renovations to meet code requirements, restorations or enhancements to heritage buildings; such renovations, restorations or enhancements shall be approved in advance through a Historic Resource Permit.

- (2) Purchase of heritage lands or buildings by the City on such terms and conditions as may be approved by City Council.
 - (3) Expenditures to increase public awareness of heritage issues.
 - (4) Any other item recommended by Council.
11. Applications for a withdrawal from the Heritage Fund shall be administered by the Development Officer appointed to administer the Heritage Bylaw.
12. The Heritage Advisory Committee established by the Heritage Bylaw shall consider and make recommendations to Council on applications for withdrawal from the Heritage Fund.
13. Council shall determine if an application, or any part thereof, should be:
- (1) Fully approved;
 - (2) Partly approved; or
 - (3) Denied.

ACCOUNTING

14. The Heritage Fund shall be broken down into such specific account allocations as Council deems appropriate.
15. The City of Dawson shall account for those monies in the Heritage Fund by way of a schedule to the annual audited financial statements of the City of Dawson.

Appendix 6: Comments from the Visitor Register

The following is a transcript of comments in the Visitor Register of the Klondike Visitors Bureau from the summer of 2007. The visitors' place of residence is noted where it is on the Register. This provides a sample of visitors' reactions. See Section 2.3 for a discussion of the comments.

A very welcoming city!	Winnipeg, MB
Excellent! So unique. I think I'll love it here.	
My 7 th visit! Always wonderful to be here.	England
Everything I'd hopin for, only better.	England
Returning to Dawson since 1954.	Vancouver
What a thrill.	
Waited 40 + years to get here – Sorry!	Hawaii/San Fran
Super place. So different from anywhere else.	England
Dawson, back in time and so beautiful.	Holland
Great city! Lots to see and do.	Condor, AB
I don't have words to describe the beauty of this place.	Germany
Breath taking, one of a kind thank you.	Seoul, Korea
Wonderful like in a movie.	Germany
Always good to return.	Sunshine Coast
I'm proud to be Canadian.	Cranbrook, BC
A true hidden treasure.	Reno, Nevada
Thanks for the experience.	Deforest, WI / Fairbanks
I love this town – keep it old looking.	Soundspring, OK
Great place! Don't turn it into Disneyland, please!	Paris, France
Nice sweet gentle people. Love it!	Memphis, TN

Great place – so glad we spent the day here!	Kingsford, MI
7 th wonder of Canada I believe!	Vancouver, BC
Love it but do more or else you'll lose tourists!	Burnaby, BC
Thanks for the experience.	Australia
Rife with history. Almost palpable.	Edmonton, AB
Dawson is a fantastic place.	Illinois
Nice relaxed historic town.	Watson Lake, YT
This place rocks!	Watson Lake, YT
Never been so far north, it's awesome, love it.	Germany
It's always nice traveling thru Canada!	Huntington Beach, CA
The Yukon is awesome.	Ontario, Canada
Wonderful town – love the clean air!	South Carolina, USA
Just arrived, but it looks promising!	Netherlands
Once in a lifetime visit! Thank you!!	Everett, ON
I fell very well at Dawson, it's a nice town!	Germany
Lots of history, very well organized, really friendly people.	Alberta
Nice little town.	Quebec
Who stole your bridge?	California
A nice old town.	Austria
My second visit but not my last. Everyone is most helpful and fun to visit with.	Red Deer, AB
Amazing part of God's great creation.	California
Like going into the past!	Washington State
Marvelous town.	Texas

Love the long days + well kept buildings.	BC
Just beginning our discovery of Dawson City.	Australia
Great town. Fascinating history, very friendly people.	Florida State
Love it here...we'll be back...	Ottawa, ON
Very nice different city. Great.	Ellwood City, Pa
Love this place.	USA
Love this town, on a tour, not enough time.	Florida
Always carry a full-size spare tire.	Ontario
Educational – Interesting – Enjoyable.	Orange, Texas
Great city to visit. Enjoy our stay!	Alberta
We've spent 3 enjoyable days in Dawson. Much more to do & see. Excellent community people.	Van Island, BC
Where do you go after the Yukon?	Oakville, ON
This must be a dream. "Born too late"	Timmins, ON
What a town! Such character!	Ft. Nelson / Inuvik
Always good to come back!	St. Anne, MB
I love it, it's so nice and beautiful place.	Netherlands
Takes you back in time. Neat!	OK
We walked Dawson City – enjoyed. You are doing a great job of preservation.	Birmingham, AL
An awesome adventure!	New Denver, BC
Come several times a year – enjoy it here!	Eagle River, Alaska
Worth the journey!	England

Very nice – friendly people.	Germany
Great history. Nice to be back after almost 20 years.	Penticton, BC
Love the North!	Ohio, USA
The town's awesome.	Canton, GA
Enjoying all our experiences in Canada, especially Yukon.	Australia
Thanks for keeping part of our history alive.	Surrey, BC
Back after 22 years – Great as ever!!	Athabasca, AB
Amazing. Completely different where we live.	Venezuela, South Am
Great little town. Love the 'old feeling'!	Elgin, IL
Want to return if gas prices don't get too high.	Canada
Wonderful contrast. Warm, friendly + knowledgeable people.	Australia
Wonderful! Proud to be Canadian!!	Quebec
Most memorable town in our trip!	Point Perry, ON
What a neat town you have. Thank you!	USA
Great set-up. Excellent we would come again.	Australia
A step back in time.	England
Great fun!	Ontario
Great to see Dawson City again. It looks better than ever!	England
Thrilled that we came.	Saskatoon
A great place to visit!	Alberta
It's everything we heard and more.	USA
Authentic!!	Medicine Hat, AB

Appendix 7: Interpretation at other Historic Mining Towns

This appendix describes the interpretative experience at three historic mining towns that were visited in the past year by the consultant team's project manager. Each concludes with some lessons for Dawson City. They are repeated as recommendations in Section 4.5.

7.1 Sovereign Hill, Ballarat, Australia

Sovereign Hill is a reconstructed gold rush town located at a former mine site near an important gold rush city (Ballarat), an hour and a half from Melbourne. It consists of about 50 buildings and structures spread out over 25 hectares. The attraction is operated by The Sovereign Hill Museums Association. The town was created on a business model, attracts more than 500,000 visitors annually, and is financially sustainable.

The interpretation program is remarkably vigorous. The streets are populated with horse-drawn vehicles and with costumed staff who continually interact with visitors (and each other), and perform street theatre at intervals. Nineteen buildings offer retail sales or services. Six food-service outlets sell everything from snacks to fine dining. Two hotels provide visitor accommodation.

The visitor map and guide lists 19 activities available daily – anywhere from once a day to every 5 minutes. Most are included in the cost of admission; some have a surcharge. The activities address both the gold industry and town life. They are (in the order of the guide, with the length of their duration and the times they are offered daily):

- Diggings tour (30 minutes, 2 times)
- Chinese goldfields tour (30 minutes, 3 times)
- Red Hill Mine tour (12 minutes, self-guided)
- Goldpanning (continuous)
- Musket firing (15 minutes duration, 2 times)
- Street theatre (various durations, 4 times)
- Sweet-making (15 minutes, 3 times)
- Gold pour (20 minutes, 7 times)
- Coach rides (5 minutes, continual)
- Redcoat soldiers (15 minutes, 1 time)
- Gold mine tour (40 minutes, fully guided, continual)



A view of the main street in Ballarat, showing the reconstructed gold rush buildings. (Photo: H. Kalman)

- Steam-powered machinery (continual)
- Metal spinning (continual)
- Bowling (continual)
- Candlemaking (15 minutes, 2 times)
- Candle dipping (continual)
- Back to school (15 minutes, 4 times, weekends and holidays only)
- Wheelwrighting (20 minutes, 2 times)
- Golden treasures (20 minutes, guided, 1 time)



Street theatre is frequent and popular in Sovereign Hill.
(Photo: H. Kalman)

In addition, a highly regarded sound-and-light show ('Blood on the Southern Cross') takes place every evening. A substantial Gold Museum adjacent to the site offers conventional museum exhibitry and interpretation.

Visitors to Sovereign Hill have a continuous interpretive experience as they visit the site. The effect is both entertaining and educational, proves very exciting, and reportedly leads to many repeat visits.

7.2 Coober Pedy, South Australia

Coober Pedy is an active and isolated opal-mining town located in the Australian outback, 850 km north of Adelaide. It is known as the Opal Capital of the World. The population is just under 2,000, about the same as Dawson. Opals were discovered here in 1915, and the town was established shortly afterwards as miners from around the world flocked to the site. Large quantities of the semi-precious stones continue to be extracted numerous small mining operations. Because the natural environment is so hostile – very hot and dry – many houses and public buildings (including hotels and churches) are 'dugouts' excavated from the rock. They remain naturally cool and comfortable.



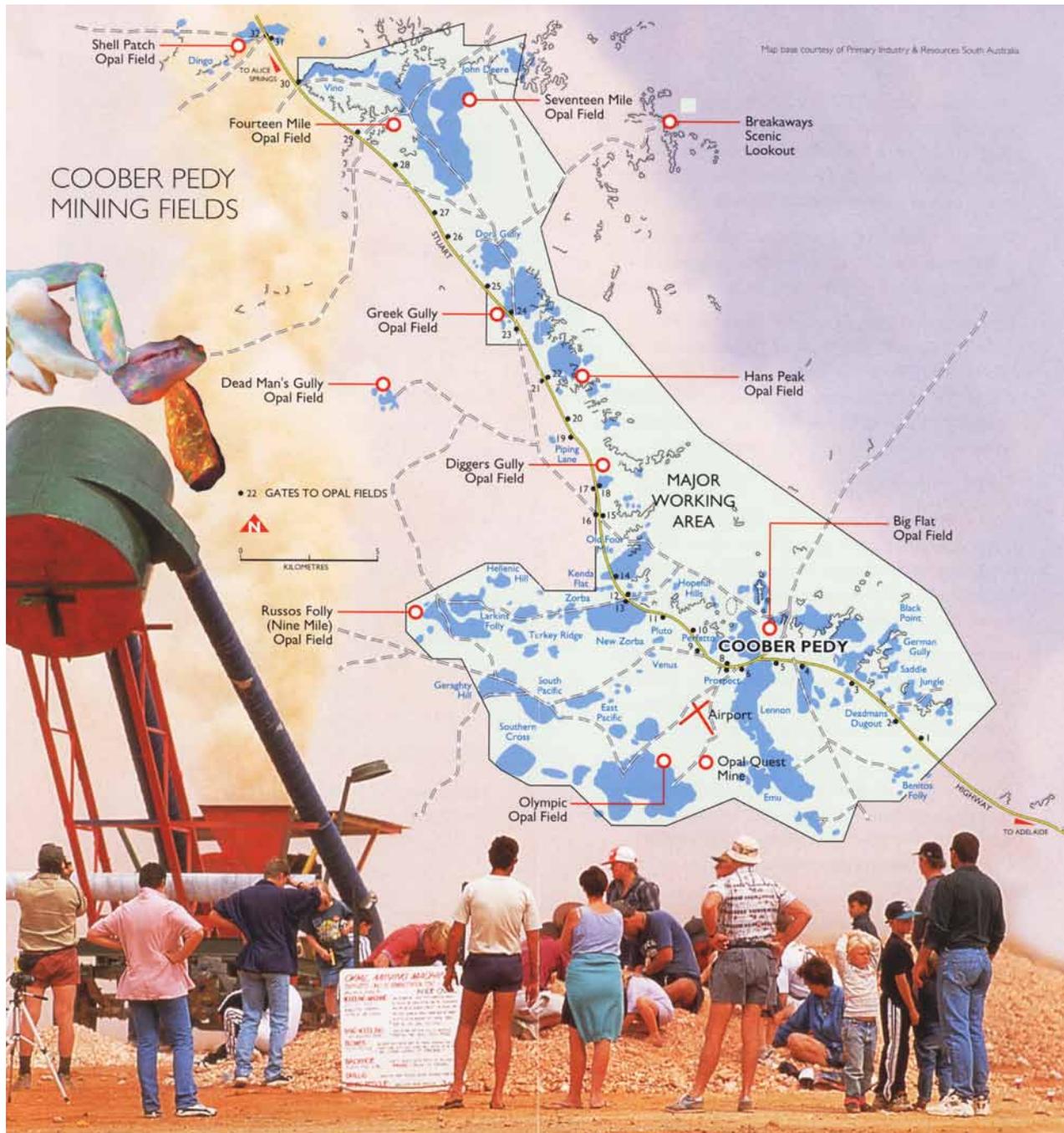
A view of Coober Pedy. The dark openings in the hill in the left background open into dug-out residences. (Photo: Matt Malone, from Wikipedia)

Tourism has become a significant activity at Coober Pedy, even though no government agency seems to assume responsibility for the sector. Through independent efforts that are well (although invisibly) coordinated by the private-sector owners and operators, several kinds of activities are offered:

- *Opals: the opal fields, the opal mines, the geology, and the gems.* Tour operators generally begin their tours in a commercial opal shop. They explain the geology and the ways of producing gems. Visitors are then driven around the opal fields. They tour abandoned mines, with good explanations of the industrial processes by friendly guides, most of whom are part-time miners. Visitors can go ‘noodling’ – searching for opals (which they may keep) – in a field of disturbed rock called the ‘jewellery shop’. Many retail outlets offer opals for sale to the gem trade as well as to visitors.
- *History of Coober Pedy and Opal Mining.* Several private museums (all of which also sell opals) have interpretive displays that tell the stories the human and natural history of the area. As examples, the Umoona Opal Mine and Museum has good interpretive exhibits – including several that address aboriginal history – an audio-visual theatre, and a dugout house; the Old Timers Mine features a former mine, equipment, and two residential dugouts; and the Desert Cave Hotel has interpretive panels and an underground bar.
- *Around Town.* Tour operators and motorists visit the sights of Coober Pedy, including several dugout churches (which show the cultural diversity of the place), private dugout houses, the cemetery, and other attractions. The summer temperature is too hot for walking to be a viable option. The built environment is as hostile as the natural one, but there is an appeal to its disordered ugliness.
- *Into the Outback.* Day tours of the region in 4WDs are available. One popular tour visits the desert-like ‘moon plain’; the ‘Dog Fence’ (a 5300-km barrier that keeps dingos away from sheep country); the Painted Desert, a formation of sandstone ‘breakaways’ with hiking trails; and lunch at an operating cattle station.

Visitors leave town knowing many things, including:

- How opal was formed
- How opal was discovered
- Mining techniques, past and present
- Locally invented equipment: the Blower and the Noodling Machine
- How opal is cut into gems
- How to distinguish opals from other stones, and solid opal from ‘doublets’ and ‘triplets’
- How miners lease their claims
- How residents have built their houses and lived over the years
- That Coober Pedy is a living mining town



A tourist map of the opal mining fields around Coober Pedy. (Desert Cave Hotel and Tours)

and, if they take a tour out of town:

- The geography and geology of the region
- The natural beauty of the region

- The isolation of the region
- Life at a cattle station

The interpretation at Coober Pedy is noteworthy for the emphasis it places on mining and the mining fields, and for its private-sector operation. The visitor is always aware that this is a mining town whose people make their living finding and selling opals.

Dawson would benefit from providing its visitors with similar opportunities to experience the gold fields, gold extraction, and gold sales. This would require a larger focus on touring the Klondike Valley and the goldfields, and setting up opportunities to observe gold extraction.

7.3 Tombstone, Arizona

Tombstone is the town made famous by Wyatt Earp and the Gunfight at the O.K. Corral. Prospector Ed Schieffelin discovered a rich vein of silver ore here in 1877, and before long Tombstone became a boomtown with a population that peaked at 15,000 people. The mines have closed and today only about 1,500 live there. The town is located about 110 km from Tucson and 300 km from Phoenix. Some 450,000 visitors come every year.

The town today has a combination of historic buildings (all built after an 1882 fire) and recent structures built in the boomtown manner. The town has been a National Historic Landmark District since 1961. However, inappropriate alterations to historic buildings have threatened the designation, and in 2004 the National Park Service began to work with the community to develop a better heritage stewardship program.

Interpretation is mostly a privately operated activity. Gunslingers strut down the streets, regularly staging shootouts at the O.K. Corral and just about everywhere else. Horse-drawn coaches provide additional themed animation. The town features a number of private museums, several of them quite unprofessional in their presentation. The Chamber of Commerce visitor centre continually shows videos of films on the O.K. Corral. Shops and bookstores throughout town sell Wild West souvenirs – and also good history books and pamphlets. Even Boot Hill Graveyard is entered through a gift shop. Professional interpretation is found in the State-operated historic Courthouse, including a detailed historical analysis of exactly what may have occurred at the Gunfight, although the exhibits are a bit tired. The restaurants are all

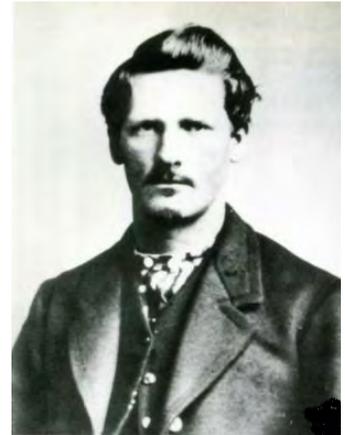


A view of Allen Street, Tombstone, with its Wild West boomtown buildings and a stagecoach. (Photo: H. Kalman)

themed, if the food falls short of gourmand fare.¹ Overall the presentation is in a large part kitsch, but it is omnipresent, active, and effective. And visitors spend a lot of money.

Tombstone provides an example of what not to do as well as what to do. Faux-history is far too prevalent in the interpretation and the buildings, and the dividing line between truth and fiction is not always clear. However, the animation and the focus on one key event (the Gunfight) and its almost mythical personalities (the Earp brothers and Doc Holliday) are compelling. The messages may sometimes confuse, but the visitor nevertheless leaves with a positive experience and a better understanding of the event and the place.

The comparison with Dawson provides three lessons. For one, Dawson's emphasis on authenticity is a positive attribute that should be maintained. The second is that authenticity need not be dull. And thirdly, the emphasis on interpreting a few key events or personalities is effective. A well-presented gold rush town can provide a fine visitor experience.



Legendary gunslinger Wyatt Earp, seen here at age 21, is central in the interpretation at Tombstone.
(Photo: Wikipedia Commons)

33 One restaurant even has a Dawson connection. It is named after the colourful Irish-born prospector, nurse, Good Samaritan, and entrepreneur Nellie Cashman, who operated an eatery in the building in the 1880s. Cashman lived in Dawson from 1898 to 1905, looking for gold and operating a store. She also spent time in the California and Alaska gold fields. She died in Victoria in 1925.

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Appendix 9: The Project Team

Commonwealth Personnel

- Hal Kalman, Principal, Project Manager, and Heritage Planner
- John Stewart, Principal and Landscape Architect
- Jonathan Yardley, Associate and Conservation Architect
- Meg Stanley, Historian
- Cheryl Wu, Production
- Maria Cruz, Cultural Planner
- Christin Doeinghaus, Building Conservation Specialist

Sub-Consultants

- Catherine Jacobsen, EDI (Whitehorse), Planner
- Jay Armitage (Dawson), Interpreter