

Downtown Dawson City Investment Attraction Strategy

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Presented to:

Regional Economic Development Plan
Advisory Board
Tr'ondëk Hwëch'in
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Executive Summary

Background

This strategy report is one of three initiatives prioritized by the Regional Economic Development Plan Advisory Board (REDPAB) in its 2016-17 work plan. The population and economy of the Dawson area are growing but there are significant infrastructure and business barriers that are hampering efforts to build the economic base. The investment attraction strategy highlights key weaknesses and opportunities while putting forth recommendations for making the community more investment-ready.

Strategy Recommendations

Strategic Goals
Infrastructure and housing
Business and employment expansion
Sustainable growth
Enhanced market awareness

Targets
Public infrastructure
Key sectors
People
Institutions

Strategies	Start/Frequency	Pg
Implementation roles and resources	ST/OT	11
Digital marketing and investment attraction	ST/P	12
Site location information	ST/P	13
Social media	MT/O	14
Development incentives	ST/O	15
Customer relationship management	MT/O	16
Investment Attraction and Business, Retention and Expansion	ST/P	17
Business Walks program	MT/P	18
Export development and local supply sourcing	MT/P	19
Local company communications	MT/O	20
Ambassador program	LT/O	21
Industry and government relations	ST/O	22
Developers and site location professionals	LT/P	23
Local investment capital model	MT/P	24
Innovation space	MT/O	25
Mine services	ST/O	26
Film and sound	ST/O	27
Tourism product and experiences	ST/O	28
Amenity migrants	ST/O	29
Monitoring and evaluation	ST/O	30

Notes: ST=1-2 years, MT=2 to 3 years, LT=3 to 5 years, O=Ongoing, P=Periodic, OT=One Tim

TABLE OF CONTENTS

1	INTRODUCTION	1
	1.1 Project Background	1
	1.2 Methodology	1
	1.3 Report Structure	1
2	CURRENT SITUATION	2
	2.1 Statistical Overview	2
	2.2 Strengths, Challenges and Opportunities	3
	2.3 Investment Attraction Trends	4
	2.4 Current Planning Context	5
	2.5 Investment Readiness	8
3	INVESTMENT STRATEGY	9
	3.1 Goals	9
	3.2 Targets	10
	3.3 Strategic Initiatives	11
4	REFERENCES.....	32
	4.1 Abbreviations	32
	4.2 Literature Cited	32
	4.3 Personal Communications	33

INTRODUCTION

1.1 PROJECT BACKGROUND

The North Yukon Regional Economic Action Development Initiative (READI) is a collaborative partnership of Government of Yukon, Tr'ondëk Hwëch'in, First Nation of Na-Cho Nyak Dun, Vuntut Gwitchin First Nation, Village of Mayo and The City of Dawson. It is a two-year pilot project to provide community economic and business development services in the North Yukon. A Memorandum of Understanding (MoU) outlining the partnership was signed in 2015. The MOU recommended a Community Contact Group (CCG) for each community, in response to which the City of Dawson and Tr'ondëk Hwëch'in (TH) established a Regional Economic Development Plan Advisory Board (REDPAB) to oversee the implementation and updating of the Regional Economic Development Plan (REDP) for the Traditional Territory of the Tr'ondëk Hwëch'in. The REDP was drafted in 2012 and formally accepted by Tr'ondëk Hwëch'in, Government of Canada and Government of Yukon in 2015. REDPAB acts as the READI Community Contract Group for Dawson City.

One of the three initiatives prioritized by the REDPAB's 2016-17 work plan, as informed by the REDP, was investment attraction for Downtown Dawson City. This report constitutes a strategy to guide investment attraction initiatives, services and activities now and into the future.

1.2 METHODOLOGY

In preparing this report, the consultant first visited Dawson to conduct a workshop and carry out one-on-one interviews with stakeholders. This was supplemented by research on Dawson's economy as well as trends and developments at the territorial and national level concerning investment attraction and the implications for rural areas. A further round of interviews was also conducted. A strategy framework was prepared and submitted to REDPAB subsequent to which a final report was submitted in early December, 2016.

1.3 REPORT STRUCTURE

Chapter 2 presents an overview of local assets, key sectors, strengths, weaknesses, opportunities and threats (SWOT) and trends in investment attraction.

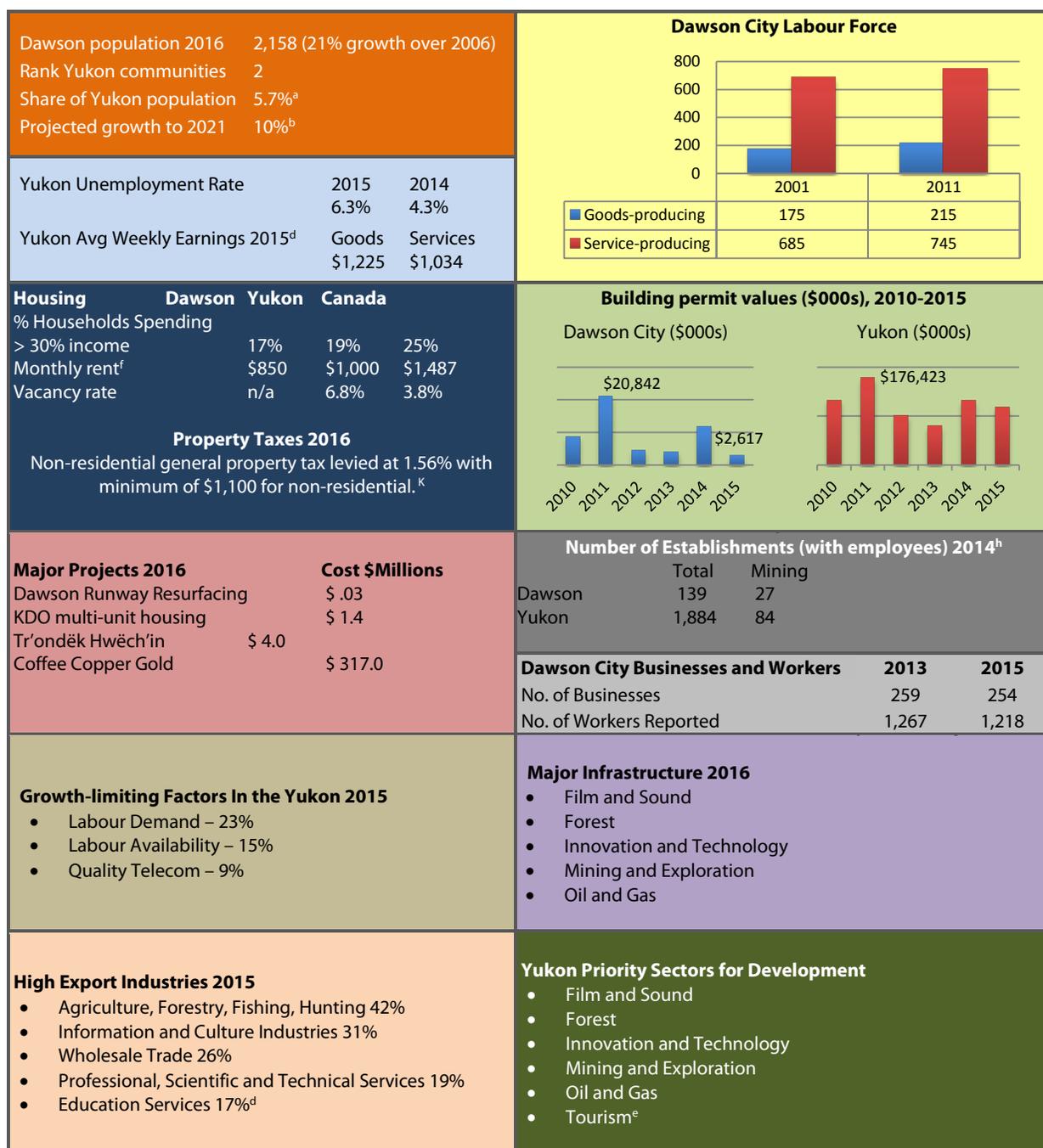
Chapter 3 examines trends in investment attraction roles, policies and practices.

Chapter 4 presents the strategy recommendations, including a framework and marketing strategy.

Chapter 5 shows literature and research sources and all personal communications.

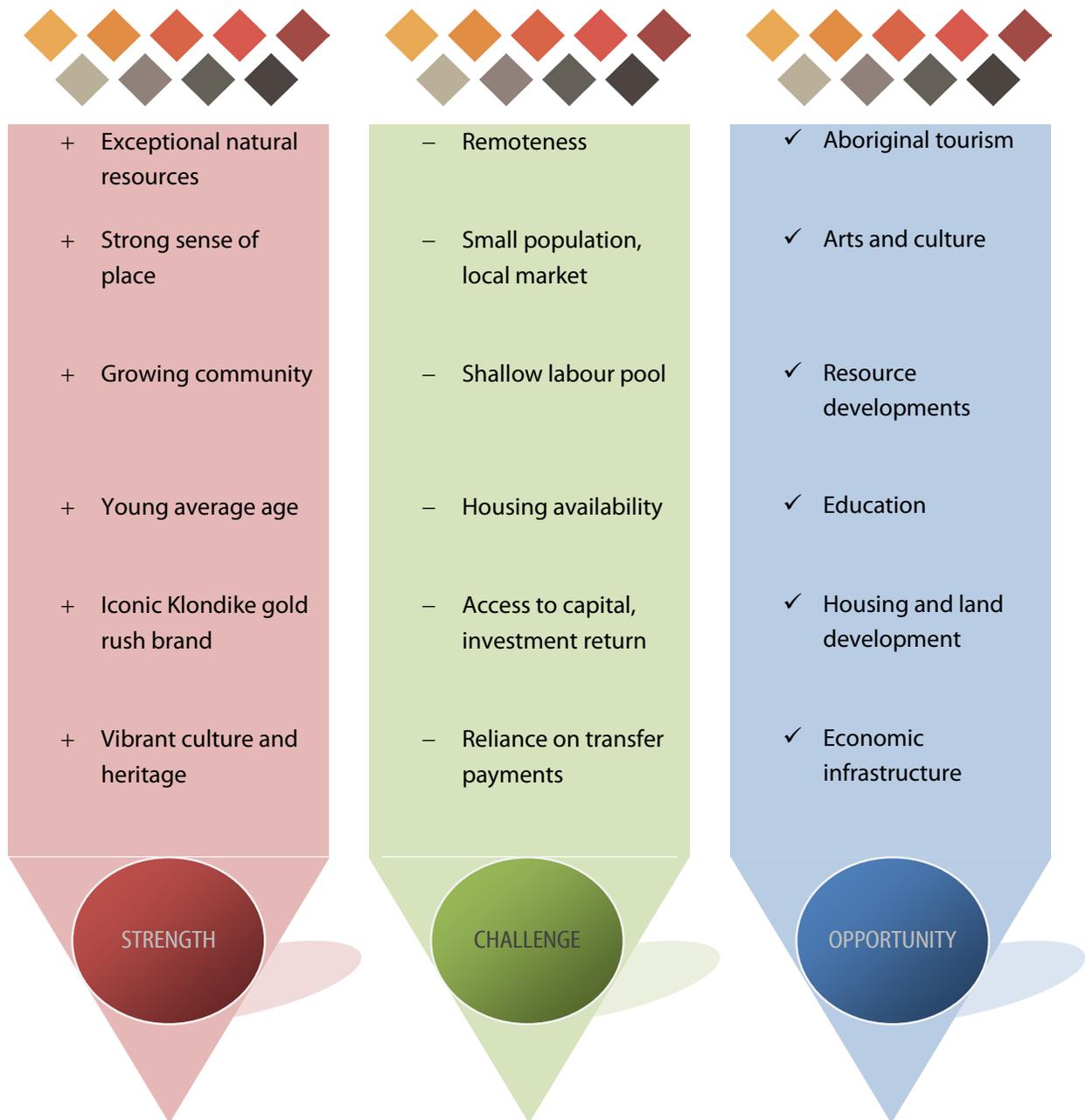
CURRENT SITUATION

2.1 STATISTICAL OVERVIEW



Source: a YBS (2016c), b YBS (2011), c YBS (2016b), d YBS (2016b), e Invest Yukon (2016), f YBS (2016d), g CMHC (2015), h Statistics Canada (2015). i Statistics Canada (2013), j YBS (2016d) k City of Dawson (2016)

2.2 STRENGTHS, CHALLENGES AND OPPORTUNITIES



2.3 INVESTMENT ATTRACTION TRENDS

MACRO

-  Globalization of trade and financial markets
-  Growth in emerging markets
-  Population growth and urbanization
-  Environmental and sustainability issues
-  The decline of manufacturing
-  The dominant role of technology
-  Competition for human capital

LOCAL

-  Merging of Investment attraction + business retention and expansion
-  Leveraging senior government programs
-  Local government incentives
-  Focus on trade and export development
-  Targeted outreach and connection
-  Hands-on marketing programs
-  Follow up and after care (maintain/nurture relationships)

2.4 CURRENT PLANNING CONTEXT

There are currently four strategic planning processes from local organizations in the Dawson City area in the process of implementation. Each of these are outlined briefly below.

Klondike Development Organization (KDO) Visioning Process – 2016. KDO was formed in 2009 and has operated continually since inception. The KDO partners include: City of Dawson, Dawson City Chamber of Commerce, Klondike Visitors Association, Dawson City Arts Society and Chief Isaac Incorporated, the development corporation of the Tr'ondëk Hwëch'in.

The objective of KDO is to diversify and strengthen the local economic base through collaboration in undertaking economic research, disseminating public information, developing strategies and promoting investment in infrastructure and services in the Klondike region. The funding for KDO recently changed resulting in the end of their annual funding contribution from City of Dawson and Yukon Government. This has caused the KDO to review their role within the community and shift their priorities.

For 2016 the KDO Board has focused on their housing project that will see the development of an 8-unit rental complex. In the future, this housing project may provide KDO with revenues and equity for continued expansion in the social enterprise sector. In addition, interim evaluations of the pilot READI model will allow KDO to learn how they will participate in the long-term, firstly through Board members that are also part of REDPAB, and secondly through the project funding process.

Dawson City Heritage Management Plan – 2008. This plan proposes to achieve the Vision by means of the following broad heritage management objectives which includes:

- 1) Preserve and strengthen the visual character and design intent of a nationally and internationally significant cultural landscape;
- 2) Conserve and interpret the full history of the cultural landscape – before, during, and after the Gold Rush;
- 3) Retain the dominant character as a Gold Rush-era cultural landscape;
- 4) 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;
- 5) Facilitate and support an interpretation program that communicates the diverse heritage and
- 6) natural values of the region;
- 7) Protect and enhance the health of the natural ecosystems;
- 8) Maintain a high level of heritage management for the river valleys, the gold fields, and the Dawson town site;

- 9) Identify distinct character areas and heritage management areas, with different management principles for the different areas;
- 10) Balance conservation with the integration of new services and activities;
- 11) Create a superior quality of life for Dawson’s residents; and,
- 12) Capitalize on the tourist potential of the region. (Commonwealth Historic Resource Management Limited. 2008)

Regional Economic Development Plan for the Tr’ondek Hwech’in Traditional Territory -2012. In 2012, the Regional Economic Development Plan (REDP) was prepared for the Traditional Territory of the Tr’ondëk Hwëch’in pursuant to Chapter 22 of the Tr’ondëk Hwëch’in Final Agreement. The REDP is a multi-phase process that was structured in accordance with three strategic themes as shown in the following table.

REDP Strategic Themes



These three themes drove the development of the strategy which included:

- Seven *People* strategies focus on human resource initiatives with Yukon Government, industry and local partners for the purpose of creating more employment and retaining or attracting new residents.
- Five *Place* strategies emphasize physical and infrastructure improvements with Yukon Government and City of Dawson the key partners.
- Nineteen *Business* strategies touch on all aspects of business development including greater local capacity for helping entrepreneurs and enterprises grow and prosper, as well as more employment and diversification in key sectors.

The initiatives cover a six-year planning horizon starting in 2012 and ending in 2017 (Across the River Consulting 2016).

Planning for Tourism Development in the Proposed Tr’ondek-Klondike UNESCO World Heritage Site Nomination Project (TKWHS Project) - 2016. The Tourism Development Plan will contribute to the Tr’ondëk-Klondike UNESCO World Heritage Site (TKWHS) nomination dossier. Its purpose is to provide researched-based guidance to TKWHS about the opportunities for tourism development given a successful inscription.

While the document was not a Tourism Development Strategy it did provide insight to plan for the key pillars that support tourism development in a destination. Overall, the plan supports the regions tourism potential from a UNESCO inscription and charts a course for tourism development, preserving

and celebrating the attributes of the TKWHS outstanding universal value for the community and the world.

Key themes derived from the outstanding universal values that may inform tourism planning, marketing and experience development could include:

- How indigenous and newcomers lived together, since 1897 to today
- Land stewardship
- Mining – stories, sharing the land, governance with FN, Fed, YG, Municipal
- Defining self-determination of FN
- Arts, culture and heritage – then and now – FN and non-FN
- Describing the adventurous spirit
- Population and demographic changes in the community pre Gold Rush through to today
- TH experiences and stories
- How they lived together with GR newcomers and governance today

The themes are supported by eight (8) areas of focus that are envisioned to advance tourism development for the TKWHS and are outlined in detail in the report (Patti Balsillie Management Consulting, 2016).

City of Dawson Official Community Plan (OCP) – 2012. The 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.

Considerations to Ensure Compliance			
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.	Provides land use related information to developers, senior government and their agencies, industry, business, First Nations and others.

Source: City of Dawson (2012)

2.5 INVESTMENT READINESS

The investment readiness checklist below is a hybrid adopted from guides provided by the provinces of BC and Alberta. It was completed by the consulting team after consultation with four study contacts. It is not meant to be conclusive but is provided here as a rough benchmark of the investment readiness of the region and areas for potential improvement.

Dawson City		
Investment Readiness Assessment Scorecard		
Sections / Categories	Score	Target Score to be Investment Ready
Section A - Knowledge		
Contacts	2	4
Land Use Planning	10	15
Engaging the Business Community	0.5	3
Information Sources	0.5	0
TOTAL	13	22
Section B – Resources		
Industrial Land Inventory	0.5	6
Joint Ventures	0	1
Economic Development Capacity	3	3
TOTAL	3.5	10
Section C – Communications		
Community and Site Selection Profiles	7	8
Website	0.5	4
Other Communications Considerations	0	0
TOTAL	7.5	12
GRAND TOTAL	24	44

INVESTMENT STRATEGY

3.1 GOALS

The Plan has four goals for guiding decision making over the next five years.

Economic and public infrastructure, particularly housing, serves as a forerunner of private investment in remote, rural communities like Dawson. The one attracts the other.



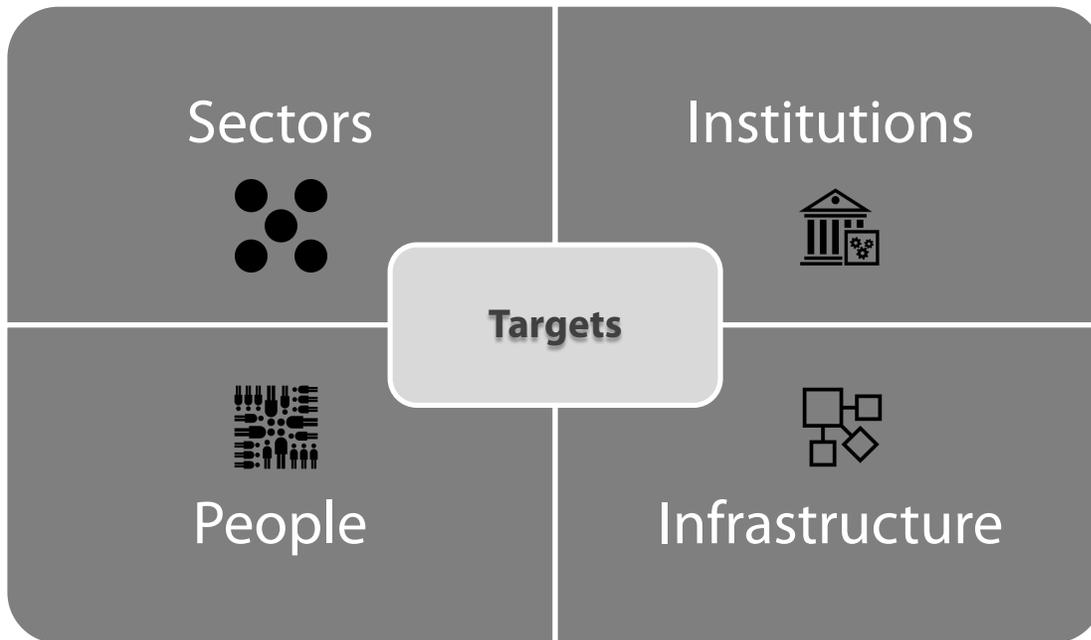
Business and employment expansion is equally foundational—it is the only way to create new wealth while at the same time diversifying beyond the dependency of government transfer payments.

Dawson is growing, which cannot be said for many northern communities in Canada. Continuing natural increases in population and in-migration of permanent and temporary residents stabilizes the community's socio-economic foundations while setting the stage for a positive business climate.

Dawson has a very strong sense of place equally bound to the Tr'ondëk Hwëch'in culture, the Klondike Gold Rush and productive land and resources that attract primary industries like tourism. At the same time, the region has to strive to remain relevant in the eyes of senior government, and just as importantly, the private sector.

3.2 TARGETS

Investment attraction targets for Dawson originate within the current regional economic base, that is major industries such as tourism, mining and education and their supply industries that generate a considerable proportion of existing community wealth.



Access to natural resources is a driving force that could sustain further development in the future, in existing industries but also in other industries that would utilize similar inputs, and emerging industries in the technology field.

A second source of investment attraction potential is represented by institutions and social enterprises that play a special role in Dawson’s economy. Education, health and public services bring in people and investment activity while creating demand for many other areas of the economy. They also play an important role in promoting Dawson as a place to live, learn and do business.

Infrastructure plays a vital role in investment attraction and economic development, especially in rural communities where the range and diversity of services cannot match those available in urban centres. Yet without basic infrastructure like quality transportation and telecommunications services, it is virtually impossible to overcome the challenges of attracting private capital.

Lastly, and again with specific reference to rural communities, investments in human capital whether that is encouraging the in-migration of new families and workers or educating and training residents has to be a focus of investment attraction in its broadest sense.

3.3 STRATEGIC INITIATIVES

Implementation and Resourcing

Initiative: Implementation roles and resources.

Rationale: This strategy is focused on actionable investment attraction initiatives for Dawson City with a focus on the downtown. At the moment, however, there is no existing organizational capacity that can be tasked with implementation, although as indicated in the pages that follow, several potential partners have been identified. Since the redirection of the previous Klondike Development Organization (KDO) funding to READI, the region does not have a clearly designated and functional lead economic development body. Different agencies such as the Chamber of Commerce, the City and Klondike Visitors Association (KVA) are providing services in some areas, but they also have their own mandates and strategic priorities with little opportunity, or inducement, to invest in an overarching investment attraction strategy, and just as importantly, an underlying economic development service. In other words, there is an implementation gap.

This strategy is prepared as part of the North Yukon Regional Economic Action Development Initiative (READI) which has firm funding as part of its two-year implementation pilot. An obvious need is a solution to the above-noted gaps with a priority being a lead agency, with the appropriate capacity for carrying out most, if not all, initiatives.

Actions	Objectives	Partners	Priority Level	Timelines		
				2017-18	2019-20	2021-22
<ol style="list-style-type: none"> 1. Prepare an annual budget and work plan for the two-year planning horizon. 2. Establish an investment attraction position to serve as the lead agent for implementation. 3. Prepare job description. 4. Develop a performance evaluation framework with outcomes and metrics and an annual report template for reporting to REDPAB and other partners on a semi-annual or quarterly basis. 	<ul style="list-style-type: none"> • Implementation budget • Planning and reporting framework 	<ul style="list-style-type: none"> • REDPAB • City • TH • BCDA • Other Community partners 	High	●		

Development Toolkit

Initiative: Digital marketing and investment attraction

Rationale: In order to be investment-ready, Dawson must be able to meet minimum requirements of economic development service as outlined in Section 2.5. Basic tools including a website and community information, without which it is virtually impossible to project an image of preparedness and encourage investment activity, must be developed as an early stage deliverable. Fortunately, some of these tools have been previously prepared by KDO, though they are no longer being actively maintained. They should be reactivated and supplemented with additional resources so investment attraction efforts can focus on selling and facilitating opportunities rather than scrambling to furnish basic information services.

Actions	Objectives	Partners	Priority Level	Timelines		
				2017-18	2019-20	2021-22
<ol style="list-style-type: none"> 1. Reactivate the KDO website. 2. Select a host domain either in conjunction with the City's website or other website. 3. Redesign with a best practice features and data. 4. Build in an "opportunities" feature that leads users to current prospectuses on investment opportunities. 5. Build in Search Engine Optimization capabilities and ensure the site becomes the landing page for economic development in the Dawson and north Yukon. Select metadata keywords such as investment and economic development that will drive traffic to the website. 6. Work with partner agencies to prepare written guidelines for ongoing maintenance of the website. 7. Prepare a legacy or contingency strategy for site continuation beyond the two-year pilot period. The lapse of site maintenance should be avoided where possible so there is online continuity irrespective of lead organization. 	<ul style="list-style-type: none"> • Digital marketing and response capability 	<ul style="list-style-type: none"> • REDPAB • City • TH • DCCC 	High	●		

Initiative: Site location information

Rationale: Dawson can increase its responsiveness to investment enquiries, and improve the local business climate, by providing and maintaining clear and concise site-specific and regional information that anticipates the requirements of potential investors. Timelines for investors to search out specific information is often tight and uncertainty or delays in data access may lead to disqualification early in the selection process. Data such as labour, transportation, zoning and utilities must be readily available, in a standardized, downloadable format and appropriately scaled to specific opportunities, if possible.

Actions	Objectives	Partners	Priority Level	Timelines		
				2017-18	2019-20	2021-22
<ol style="list-style-type: none"> 1. Review and if necessary update or adapt Yukon Government's community profile for Dawson. 2. Review International Economic Development Council (IEDC) data standards to see if the website should make other data available to users (e.g. utility rates). 3. Develop additional metrics as required. 4. Ensure data are integrated into the website. 5. Reactivate KDO's property research tool and ensure it is supported and utilized by real estate industry. 6. Explore business case for future web-based GIS capabilities. The merging of GIS platforms (e.g. ArcGIS) with Google/Bing maps could enable dynamic search and site location tools. The costs of providing a map-based property information is declining and may be cost-effective if scaled to downtown. 7. Verify the accuracy of Google's foreign language translation of the site once it is complete, particularly in German, Chinese, Korean and Japanese. Alternatively, consider in-house translations. 	<ul style="list-style-type: none"> • Readily available and current data for responding to investment enquiries 	<ul style="list-style-type: none"> • YG • KDO • Real estate industry 	High	●		

Initiative: Social media

Rationale: It is now common practice for site selectors and investors to use the web and social media to conduct research on a prospective area. One of the advantages of social media is that it projects a sense of animation and currency that is difficult to convey on a passive website. Investors, especially Millennials, are much more likely to be drawn into investigating opportunities through social media interactions. It is noted that an active social media campaign can be time consuming and should focus on substantive news and issues that support Dawson's interests.

Actions	Objectives	Partners	Priority Level	Timelines		
				2017-18	2019-20	2021-22
<p>1. Develop a social media strategy. Media tools like Facebook, Twitter, LinkedIn, and YouTube managed hand-in-hand with the website can be highly useful in promoting Dawson's story, supporting branding, and engaging partners.</p> <p>2. Scale the strategy to facilitate implementation using one or two media to begin. The strategy should be manageable, but of course active and engaged.</p> <ul style="list-style-type: none"> – Drive up follower numbers with earned content focusing on Dawson and the north. – Use facts and figures—Dawson is growing, as is its infrastructure. Developments like high-speed fibre links and the airport runway paving are newsworthy. – Feature specific on-the-ground opportunities as much as possible, including site details of for-sale properties. – Constantly sell the core stories of the region, which in some cases are standouts with international significance. These stories resonate with potential investors, residents and students, not just tourists. – Animate social media with picture and video postings, which can draw and hold interest. 	<ul style="list-style-type: none"> • Expand market reach and engage potential investors 	<ul style="list-style-type: none"> • KVA • Community organizations • Content providers 	<ul style="list-style-type: none"> • Medium 	●	●	●

Initiative: Development incentives

Rationale: The Development Incentives Policy that the City enacted in late 2015 has been successful at stimulating the construction of rental units. Investigation of similar incentives is recommended; however, it is recognized that further financial inducements may not be sustainable by the City. But incentives need not be financial and they could be formulated to address barriers that are known to be preventing investment in Dawson, for example in the area of housing (i.e., sewer and water service). Workforce training is another area that has potential. It is important to remember that incentives are just that and by themselves are unlikely to tip an investment decision one way or the other. They should be more accurately considered as an additional inducement by the community for generating interest in building new economic activity.

Actions	Objectives	Partners	Priority Level	Timelines		
				2017-18	2019-20	2021-22
<p>1. Further research local incentives that do not impair the City's fiscal position. Start with research made available by the Economic Developers Association of Canada and the International Economic Development Council.</p> <p>2. Prioritize Dawson's most urgent needs and incentive research in the following areas:</p> <ul style="list-style-type: none"> - Heritage revitalization - Labour market (e.g. worker training programs) linked to qualifying projects (e.g. resident worker training for new mines or other major projects) - Streamlining City planning and permitting - Customized data assembly and analysis - Networking and promotion (e.g. offering to help new businesses connect to local networks and markets) - Infrastructure (e.g. trail signage that encourages more guided tours) 	<ul style="list-style-type: none"> • Expanded suite of incentives for encouraging new investment in Dawson. • Enhanced business climate. 	<ul style="list-style-type: none"> • City • YG • Service Canada and other service providers as appropriate 	High	●	●	●

Initiative: Customer relationship management

Rationale: The majority of economic development offices have some type of customer relationship management (CRM) capacity, usually in the form of in-house or off-the-shelf software. In short, CRM allows the organization to track both internal and external communications, which can greatly facilitate prospecting and reporting activities. At this time, there is no tracking taking place and therefore no documented history of the nature, scope and intensity of investment enquiries. Dawson is a small community with limited resources, and there is some uncertainty about the longevity of an investment attraction program, so this initiative is recommended for implementation after the two-year trial period when the community is ready to take the next step forward in formalizing economic development services.

Actions	Objectives	Partners	Priority Level	Timelines		
				2017-18	2019-20	2021-22
<p>1. Research, evaluate and select CRM capabilities via an off-the-shelf tool like Executive Pulse or Cloud Nine an internal tracking program for example in Excel. Ease of implementation and use should be paramount as it is noted that a large proportion of economic developers do not use the software as recommended because of learning curve and other issues. Incorporation of smart phone functionality would be preferred.</p> <p>2. Track the following activities with the CRM system:</p> <ul style="list-style-type: none"> - Major projects in Dawson/region - Major events - Incentives and grant programs - Partners - BRE/investor contacts and survey results - Red flags, opportunities - Outreach and trade missions/events - Tracking investment readiness metrics - Performance metrics <p>3. Plan to use the data outputs in a systematic way, i.e. to build investment attraction programming.</p>	<ul style="list-style-type: none"> • Communications database • Opportunity tracking • Strengthen collaboration with partners • Broadens awareness of investment opportunities 	<ul style="list-style-type: none"> • Invest Yukon • City • TH • BCDA 	Medium		●	

Integration of Business Retention, Expansion and Attraction (BRE+A)

Initiative: Investment attraction and Business, Retention and Expansion

Rationale: One of the best sources of investment attraction leads and potential is through the existing business community. A BRE program would essentially develop a baseline of intelligence on the issues and opportunities facing Dawson. By using local firms and agencies as a conduit to strategic information about how and where to attract outside investment, the BRE process can be transformed into an integrated BRE+A (Attraction) program. External research on investment attraction is of course important, but there is no substitute for primary data collected from local businesses. The KDO conducted a BRE survey in 2011 that was very instructive in terms of the attitudes and future plans of business owners. In addition, local partners can be instrumental in gathering the data and conducting the outreach in a 'many hands' approach.

Actions	Objectives	Partners	Priority Level	Timelines		
				2017-18	2019-20	2021-22
1. Design a program of visitation, outreach, data collection and aftercare services. <ul style="list-style-type: none"> – process for identifying businesses – semi-annual targets for outreach – select a manageable interview rate, for example one interview per week 2. Design an enquiry response program to screen enquiries, prospects and targets and with guidelines for response timing, information dissemination and follow-up. 3. Use the CRM software to track BRE. Use data and software to create a dashboard that demonstrates real-time results. 4. Develop a report template with data summary, findings, actions and successes 5. Customize a survey that identifies issues and opportunities targeted at outside and foreign investment. 6. Enlist partners like the Chamber or KVA where appropriate. Include institutions and the public sector.	<ul style="list-style-type: none"> • Integrated RE+A • Baseline on BRE+A issues and opportunities • Improved network & relationships 	<ul style="list-style-type: none"> • BCDA • DCCC • KVA • YG 	High	●		

Initiative: Business Walks program

Rationale: Originally started in Sacramento, California, the Business Walks program has expanded to BC and other provinces in recent years. It is not a typical visitation program in that it is based on a multi-partner team known as “walkers” who simply walk from business to business informally engaging in discussions about issues affecting the local business climate. The program effectively brings together economic development influencers with business over a short time span of a morning or afternoon, at very little cost. It helps build understanding and ownership from both sides of potential gaps and opportunities for community, economic and investment development. Given downtown Dawson’s compact size, a Business Walks program could be easily implemented and be a valuable sounding board for shaping investment attraction and economic development policy.

Actions	Objectives	Partners	Priority Level	Timelines		
				2017-18	2019-20	2021-22
<ol style="list-style-type: none"> 1. Use Province of BC Business Walk resources to plan a business walk in Dawson. 2. Recruit “walkers” and formalize question set. 3. Establish date for walk and advertise to local businesses so they are aware of the walk-by. 4. Once the walk is complete, prepare and distribute a visitation summary. 	<ul style="list-style-type: none"> • Personal interactions with all downtown Dawson businesses • Multi-agency involvement 	<ul style="list-style-type: none"> • City • BCDA • DCCC • KVA 	Medium		●	●

Initiative: Export development and local supply sourcing

Rationale: The development of export activities and the diversification of the local supply chain are primary targets of investment attraction. Dawson is a small economy and there are few resources to directly offer export and trade assistance, however it is in the position to broker and facilitate access to resources for local companies, especially those identified as export/investment ready.

The 2011 business survey conducted by KDO also showed potential for greater local supply of some commodities and services. Often the issue is a simple lack of awareness about the supply chain and how local businesses can get more involved in it.

Actions	Objectives	Partners	Priority Level	Timelines		
				2017-18	2019-20	2021-22
<ol style="list-style-type: none"> 1. Identify firms who are or may be ready for export marketing, through the BRE program. 2. Prioritize for follow-up and aftercare services. 3. Provide matching and referral services to: <ul style="list-style-type: none"> – senior government trade programs – major project procurement websites – Canadian Company Capabilities registry 4. Produce an online registry of services that can be promoted to project proponents and procurement offices (see CRM strategy above). 5. Host a training seminar or “bootcamp” for local contractors and entrepreneurs that would provide information on how they can participate in major project supply chains. A cost effective option might be to work with the Northern Initiative Trust in BC which delivers a Bootcamp Program for northern BC and could provide service to Dawson City on a cost-recovery basis. 6. Monitor major project developments (e.g. Coffee Gold project) and prepare information on: <ul style="list-style-type: none"> – Local supply capacity – Local infrastructure capacity – Available incentives – Worker residency opportunities – Optimization of local socio-economic benefits 	<ul style="list-style-type: none"> • Increase in export-ready companies • Increase in uptake of federal trade programs • Expanded regional supply chain 	<ul style="list-style-type: none"> • YG • BCDA • Northern Development Initiatives Trust (BC) 	Medium		●	●

Outreach and Lead Generation

Initiative: Local company communications

Rationale: In-house research is essential to delivering quick and informed reaction to enquiries and to proactively research and target prospects in specific sectors and regions. This can be accomplished by nurturing communications with local firms who deal directly or indirectly with foreign investment, either as recipients or as service providers.

Actions	Objectives	Partners	Priority Level	Timelines		
				2017-18	2019-20	2021-22
<ol style="list-style-type: none"> 1. Identify local and regional professional services, for example legal or accounting firms, who consult to foreign investors as part of their prospecting and development planning. Interest in working with Dawson on introducing foreign investors to the region should also be explored. 2. Create a referral program in which economic development partners formally notify each other of investment, business development or community development enquiries and events. 3. Request that the City notifies all new business licence applications. 4. Identify key partners and develop a protocol for referrals and responsibilities for follow up. 	<ul style="list-style-type: none"> • Increase in leads generated through the BRE program • Increase in external investments 	<ul style="list-style-type: none"> • BCDA • City • Professional service firms 	Medium		●	●

Initiative: Ambassador program

Rationale: The purpose of an ambassador program is to leverage local businesses in investment attraction activities, which is done by inviting volunteers to promote the region. There are many examples of successful ambassador programs in Canada, including communities as diverse as Kingston, Edmonton and Saskatoon. Granted, these are urban centres, but rural communities can conduct small-scale programs in line with local capacity to guide the promotion of business investment in the region.

Actions	Objectives	Partners	Priority Level	Timelines		
				2017-18	2019-20	2021-22
<ol style="list-style-type: none"> 1. Prepare program guidelines. The concept of the program is to identify a small network of appointed Ambassadors that offer a personal introduction to the region, networking opportunities and trouble-shooting advice to new investors, entrepreneurs and companies. 2. Develop an orientation guide for volunteers that provides facts and figures, messaging, success stories, and protocols for lead generation. 3. Develop an orientation program. 4. Identify and recruit ambassadors, who could be civil servants, local business and community members, alumni and expats, family members and colleagues in a position to promote the region. 	<ul style="list-style-type: none"> • Personalized recognition of a new or expanded business • Expanded local business network 	<ul style="list-style-type: none"> • City • Local Companies • Community Organizations 	Medium			●

Initiative: Industry and government relations

Rationale: Lead generation can be enhanced by accessing the information and advice of trade officials and experts in the federal and territorial governments. The Yukon Government’s hosting of inbound and outbound trade missions and events is limited, with the focus being mainly on participation in federal-led initiatives. Sector-specific missions/events such as tourism and minerals occur on a periodic basis. The [Yukon Nominee Program](#), which includes worker and business categories, can be crucial to rural investment programs. Federal agencies provide information toolkits, export guides, business development and export financing assistance and set international trade policy. Developing and maintaining relationships with these agencies is integral to any investment attraction mandate.

Actions	Objectives	Partners	Priority Level	Timelines		
				2017-18	2019-20	2021-22
<ol style="list-style-type: none"> 1. Review research, participate in networking events and promote Dawson as a destination for trade and investment attraction: <ul style="list-style-type: none"> – Industry Canada – Canadian Trade Commissioner Service – Canadian Commercial Corporation – Export Development Canada – Business Development Bank – Foreign Affairs and Trade Development Canada 2. Work with Yukon Economic Development and Invest Yukon to identify emerging opportunities related to evolving trade agreements. 3. Support local companies participating in trade missions sponsored by senior government. 4. Prepare a roster of key industry trade shows for attendance with a focus on Western Canada and events in which there is local business participation. Key shows attended by industry can be identified in the BRE program. 5. Allocate travel budgets for show participation. 	<ul style="list-style-type: none"> • Leverage senior government investment and trade resources • Increase participation in senior government investment and trade initiatives • Increase in lead generation from senior government contacts 	<ul style="list-style-type: none"> • YG, Business and Industry Development Branch • Invest Yukon • Export Dev Canada • BDC • Can Manufacturers & Exporters • Can Trade Commissioner Service • DFATD • Industry Canada 	Medium	●	●	●

Initiative: Developers and site location professionals

Rationale: Site selection is the act of identifying and securing sites for businesses that contribute to the community’s development goals. It is not just a matter of pinpointing a physical facility but rather the full range of factors involved in a business owner’s investment decision. In other words, site selection is not just about real estate but all dimensions that might influence a decision. As a rural community, Dawson would not get involved at any stage of the site selection process, specifically at the broader screen level where countries and major regions are being considered. The process here is more likely to engage proprietary or government databases than community websites. It is during the short-listing and site visit steps that the IAO would enter the picture, with data tools, incentives and capacity for response.

Actions	Objectives	Partners	Priority Level	Timelines		
				2017-18	2019-20	2021-22
<p>1 Build relationships with site location professionals. Real estate organizations could be contacted on an ongoing basis to build awareness of Dawson as a place to invest and do business. Real estate associations include:</p> <ul style="list-style-type: none"> – Yukon Real Estate Association – Canadian Real Estate Association (CREA) <p>2 Participate in Yukon Real Estate Association events.</p> <p>3 Prepare an inventory of developers active in the Yukon, northern Alberta and northern BC and institute a communications campaign consisting of emerging economic news, growth metrics, local demand conditions, incentives and local partnership opportunities.</p> <p>4 Assemble information materials and project descriptions, profile developer preferences and abilities, and launch outreach program with home builders association leaders targeting medium and small-scale builders from regional centres in Western Canada.</p> <p>5 Investigate the feasibility of hosting a northern real estate development forum that would attract real estate, development and site location professionals.</p>	<ul style="list-style-type: none"> • Increase awareness of Dawson • Increase enquiries • Increase investment decisions 	<ul style="list-style-type: none"> • Local companies • Real estate industry 	High			●

Initiative: Local Investment Capital Model

Rationale: Local residents make financial investments in various savings and retirement instruments each year that are leveraged outside the community. The notion of building a local capital pool that can be used to foster new business development opportunities in the community has been around for decades but any successful program will always be contingent on generating rates of return that do not incur excessive opportunity costs for resident investors. In rural Canada especially, local investment pools are viewed as one way to overcome the challenges of attracting external investors. Two of the most renowned examples include Sangudo, Alberta and [New Dawn](#) in Cape Breton, which is the oldest Community Development Corporation in Canada. With increasing interest in innovative community financing models, Dawson may wish to research some Canadian best practices and identify some realistic options for putting local capital to work locally.

Actions	Objectives	Partners	Priority Level	Timelines		
				2017-18	2019-20	2021-22
<ol style="list-style-type: none"> 1 Create a steering committee of local professionals who can oversee the development of a local investment fund. 2 Investigate the principals and experiences of successful organizations that have charted the way. 3 Connect with the Southern Interior Beetle Action Coalition to capitalize on their research and experience in developing local investment capital in BC. 4 Investigate the establishment of an investment co-op (similar to Sangudo, AB) 5 Develop a suitable framework for local investment. 6 Identify a desirable pilot project and reach out for community investment. Use the success of this pilot to engage the Yukon Government. 7 Explore what Nova Scotia has done to support local investment funding. 8 Engage the Yukon Government to explore programming similar to Nova Scotia 	<ul style="list-style-type: none"> • Increase awareness of investing in Dawson • Foster local investment in establishing and growing local business opportunities 	<ul style="list-style-type: none"> • Local residents • Local professionals • YG 	High	●	●	

Sector Opportunities

Initiative: Innovation space

Rationale: Entrepreneurship is an important aspect of investment attraction; for example, [StartUp Canada](#) suggests it leads to high-growth enterprises responsible for 45 per cent of new job creation in Canada. Small, rural communities face an uphill battle stimulating demand and assembling the resources to foster entrepreneurs, but there are some interesting and practical small-scale solutions that could provide a good fit for the community and take advantage of Dawson’s innovation potential. In particular, the relatively new shared work-space services being offered in Whitehorse could be an excellent fit in Dawson, taking advantage of its unexploited resources such as building space, new fibre capacity and student population.

Actions	Objectives	Partners	Priority Level	Timelines		
				2017-18	2019-20	2021-22
<ol style="list-style-type: none"> 1. Research the opportunity for creating a creative and innovation space in Dawson, modelled after some successful Whitehorse initiatives. <ul style="list-style-type: none"> – Creative Lab – Startup Whitehorse – YuKonstruct – (co)space 2. Reach out to these organizations and sponsor one or more local workshops that could explore local opportunities for similar services. 3. Connect with local crafters to determine interest in artisan studio space and woodworking space and linked to new product for the Art Market. 4. Prepare a bankable development concept, with identified demand and feasibility assessment for a space. The concept could be sector-focused or a hybrid model (e.g. arts/technology/agriculture) based on Dawson’s unique demand conditions. 5. Work with the Chamber of Commerce to sponsor a Dawson Young Entrepreneur Award, similar to that of the Whitehorse Chamber. 	<ul style="list-style-type: none"> • New business development • Development of young entrepreneurs 	<ul style="list-style-type: none"> • DCCC • SOVA • KIAC • Yukon College • BCDA • Whitehorse service providers • Yukon Research Centre 	Medium		●	●

Initiative: Mine services

Rationale: Dawson will have an active mineral exploration and mining sector well into the foreseeable future, with relatively good potential for some major project developments nearby. If one or more developments take place, the community should be positioned to offer infrastructure and services that maximize a project’s local socio-economic and business benefits.

Actions	Objectives	Partners	Priority Level	Timelines		
				2017-18	2019-20	2021-22
<ol style="list-style-type: none"> 1. The IAO and its economic development partners should develop a joint protocol and position paper for promoting Dawson’s expectations for local benefits (residency of workers, employment, supply opportunities) from major development projects. 2. Participate in the environmental and permitting approval processes, including the negotiation of benefits agreements, where applicable. 3. Establish on-going dialogue with key mining operations such as Goldcorp and systematically explore opportunities, corporate needs, and address barriers to doing business in Dawson. 4. Promote the website, related site location data, infrastructure services and business services to project proponents. 5. Make note of conferences and events attended by project proponents and participate for the purposes of promoting the community’s interests. 	<ul style="list-style-type: none"> • Maximize local benefits of major mining projects • Expanded local supply chain 	<ul style="list-style-type: none"> • DCCC • City • TH 	Medium	●	●	●

Initiative: Film and Sound

Rationale: Film and sound is one of the Yukon’s priority development sectors, and Dawson is well positioned to take advantage of new opportunities due to its existing production roster and the popularity of series such as Yukon Gold. With a limited amount of investment, the community could enhance promotion of itself as a film-friendly destination for projects that can attract crews and professionals from across the country. It should also seek out solutions to one of the biggest barriers to more activity, transportation capacity, specifically related to getting crews and equipment in and out of the area through Dawson airport. Opportunities for leveraging KIAC’s Short Film Festival should also be explored.

Actions	Objectives	Partners	Priority Level	Timelines		
				2017-18	2019-20	2021-22
<ol style="list-style-type: none"> 1. Include production companies in the BRE program 2. Communicate with production companies regarding improving local services and infrastructure and facilitating new productions. 3. Monitor territorial and national media programs and agencies to keep updated on industry news. 4. Regularly communicate with Yukon Media Development and participate, where appropriate, in and out-bound missions. 5. Promote funding programs to local film makers. 6. Work with KIAC to identify how best to use IAO resources for expanding this sector. 7. Work with TH on a film production policy and promote filming in the traditional territory. 	<ul style="list-style-type: none"> • Increased film and sound production 	<ul style="list-style-type: none"> • Yukon Film and Sound Commission • Northern Film and Video Industry Association • KIAC • TH 	Medium	●	●	●

Initiative: Tourism products and experiences

Rationale: One of the major challenges facing the tourism industry in Dawson is how to better utilize existing capacity outside of the peak summer season. Busier shoulder seasons would help extend cash flow for hospitality providers and considerably enhance their financial viability, and liquidity of their investments. The KVA is primarily a marketing organization with limited capacity for product and experience development, but they could nevertheless play a valuable partnership role and provide guidance on how to stretch the tourism season out. Identifying key target markets and providing products that are going to stimulate demand is vitally important.

Actions	Objectives	Partners	Priority Level	Timelines		
				2017-18	2019-20	2021-22
<p>1. Meet with the KVA and other partners to map out a near-term action plan aimed specifically at extending the shoulder seasons. Based on key informant feedback, there are three primary opportunities requiring further research:</p> <ul style="list-style-type: none"> – Small convention venue – Sport tourism – Trails development <p>2. Sports and conventions—review the Yukon Sport Action Plan and work with sports and conventions groups to identify opportunities for hosting both. The services, amenities and logistics are very similar between these two sectors.</p> <p>3. Work with Tr'ondëk Hwëch'in and the KVA to identify experience and business development needs to increase overnight trail use in the region.</p>	<ul style="list-style-type: none"> • Increased visitor spending • Longer tourism season 	<ul style="list-style-type: none"> • KVA • Hoteliers • TH • Sport Yukon • Sports Associations • Yukon Convention Bureau • BCDA 	High	●	●	●

Initiative: Amenity migrants

Rationale: Amenity migration describes the movement of people drawn by natural, cultural or recreational amenities, which can often result in changes in the socio-economic characteristics and dynamics of rural communities. The phenomenon of urban to rural migration has been going on for centuries, but in North America, it has accelerated in recent decades as affluent baby boomers seek out high-amenity living arrangements. Towns such as Canmore, Alberta and Whistler, BC are often cited as amenity migrant destinations, not as retirement but as cottage/holiday communities with significant shadow populations. Amenity migration can be considered problematic for rapidly growing rural areas but are also an opportunity for others that do not, or are unlikely to exhibit adverse changes to their socio-economic fabrics.

Actions	Objectives	Partners	Priority Level	Timelines		
				2017-18	2019-20	2021-22
<ol style="list-style-type: none"> 1. Monitor the development of new building lots in Dawson City and stay informed on the availability of water and sewer capacity in specific areas in the community. 2. Undertake a scan of what type of amenity migrants might best fit within Dawson. This might include: <ul style="list-style-type: none"> – Younger professionals bringing their job with them – Northerners nearing retirement looking for a community that can offer quality health care and community services – Affluent baby boomers seeking out high quality recreation and cultural opportunities 3. Explore ways to link the amenity migrant attraction efforts to local tourism activities as this will be one of the most cost effective ways to connect with potential amenity migrants. 4. Investigate housing stock needs that would be in highest demand by potential amenity migrants. 	<ul style="list-style-type: none"> • Sustainable population growth 	<ul style="list-style-type: none"> • City • DCCC 	Medium	●	●	●

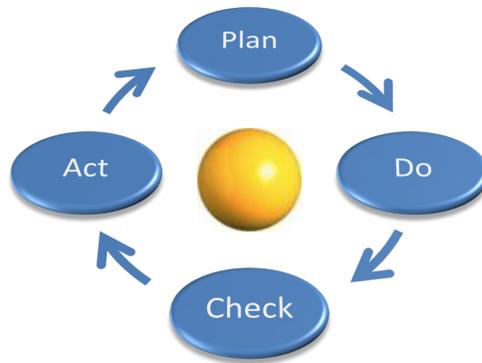
Monitoring and Evaluation

Initiative: Tracking progress

Rationale: Formalizing monitoring and evaluation procedures by defining expected outcomes and their associated measures results in a shared language that can be used to communicate performance. The underlying question to be answered is “Are our efforts making a difference, and if so, in what way?” The indicators and data used should lead to good decisions about what activities and programs are best for Dawson and the region. A summary of objectives and measures is provided below.

Objectives/Outcomes	Measures
<ul style="list-style-type: none"> Current, best practice availability of regional economic information Improved business climate Integrated BRE + Attraction programs Improved local business networking Standardized response to enquiries Increased awareness of Dawson and the north Yukon Increased investment enquiries and activity Personalized aftercare Greater capacity for entrepreneurship and start-up support 	<ul style="list-style-type: none"> # of outreach visits # of businesses visited and assisted value of outcomes (expansion) # of jobs affected (created or assisted) value of jobs and payroll value of programs/partners engaged # of inquiries # prospects in the pipeline # of businesses formed/established

Actions	Objectives	Partners	Priority Level	Timelines		
				2017-18	2019-20	2021-22
<p>1. Identify sources for the objectives outlined in this plan.</p> <ul style="list-style-type: none"> - Outputs such as clients served, investment attracted, website visits, program uptake and the like can be measured through internal tracking, using CRM software - Outcomes, which are measures of additionality, for example employment and income levels, can be tracked using published data from statistical agencies <p>2. Establish an annual report summary that compares data year-over-year.</p>	<ul style="list-style-type: none"> • Standardized monitoring, evaluation and reporting framework 		High	●	●	●



REFERENCES

4.1 ABBREVIATIONS

BDC	Business Development Bank
BC	British Columbia
BCDA	Business and Community Development Advisor
CCG	Community Contact Group
CTCS	Canadian Trade Commissioner Service
DCCC	Dawson City Chamber of Commerce
DFATD	Department of Foreign Affairs, Trade and Development
FDI	Foreign Direct Investment
FTZ	Foreign Trade Zones
IFC	International Finance Corporation
IMF	International Monetary Fund
KIAC	Klondike Institute of Arts and Culture
KDO	Klondike Development Organization
KVA	Klondike Visitors Association
REDP	Regional Economic Development Plan
OECD	Organisation for Economic Cooperation and Development
REDPAB	Regional Economic Development Plan Advisory Board
TH	Tr'ondëk Hwëch'in
TKWHS	Tr'ondëk-Klondike UNESCO World Heritage Site
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNCTAD	United Nations Conference on Trade and Development
YBS	Yukon Bureau of Statistics
YG	Yukon Government

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4.3 PERSONAL COMMUNICATIONS

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- Deacon, Erin. Senior Business Development Advisor, Yukon Government. Telephone conversation, November 23, 2106.
- Dubois, Karen. Director. Klondike Institute of Arts and Culture. Telephone conversation, December 12, 2016.
- Green, Tina. Owner, Dawson Home Hardware. Personal interview, October 4, 2016.
- Hakonson, Greg. Osa Construction. Workshop participant, October 4, 2016 and November 24, 2016.
- MacArthur, Kyla. Administration Officer. Yukon School of Visual Arts. Telephone conversation, December 12, 2016.
- Mckinley, Dean. Director of Economic Development, Northern Development Initiative Trust. Telephone conversation, November 29, 2016.
- Nagano, Debbie. Heritage Director, Tr'ondëk Hwëch'in. Workshop participant, October 4, 2016.
- Olesh, Micah. Planner, City of Dawson. Workshop participant, November 24, 2016 and telephone conversation on December 1, 2016.

Ordish, Matt. Regional Economic Development Advisor. Telephone conversation, November 23, 2016, workshop participant, November 24, 2016.

Robitaille, Paul. Marketing Manager, Klondike Visitors Association. Workshop participant, October 4, 2016.

Rudachyk, Coralee. Office Manager, Dawson City Chamber of Commerce. Workshop participant, October 4, 2016.

Sorochan, Steve. Director, Technology and Telecommunications Development, Technology and Telecommunications Development Directorate. Telephone conversation, November 24, 2016.

Tegelberg, Catherine. Goldcorp. Telephone conversation on November 25, 2016.

Thompson, Alice. Dawson City Realty. Telephone conversations, October 4 and November 23, 2016.

Whitehouse, Edward. Business and Community Development Advisor. Telephone conversation, November 15, 2016, workshop participant, November 24, 2016.

Wittfoth, Monina. Implementation, Tr'ondëk Hwëch'in. Workshop participant, October 4, 2016.

INVESTMENT READINESS CHECKLIST

Contacts	Yes=1 Partial=.5 No=0
1. Does your community have a designated contact for economic development?	.5
2. If the contact person is an economic development professional, is that person familiar with the land use planning, development approvals, and building permit process in your community?	0
3. Do they have an up-to-date copy of the local Official Community Plan and zoning by-law and know Council's policies on new development proposals?	0
4. Do they have an understanding of how to respond to economic development and business related inquiries (e.g. industrial site availability, workforce data, etc.)?	.5
5. Does your community have a designated contact for land use planning and development matters?	1
Total Points	2
Land Use Planning	
6. Does the Official Community Plan have one general designation for each of the basic land use categories such as residential, commercial, heavy and light industrial, institutional, open space, rural and environmentally sensitive?	1
7. Does your community list the policy intention, regulations and permitted uses in each land use designation?	1
8. Does your community have an effective information system that is used to provide Official Community Plan and zoning information to prospective investors/ developers (e.g. aerial photos, neighbourhood charts or wall maps)?	0
9. Are policies and/or designations in the Official Community Plan general enough so an amendment is not required to accommodate most development proposals in your community?	0.5
10. Is your zoning by-law flexible enough to allow desired development in your community?	0.5
11. Is the establishment of new "home-based businesses" allowed in most areas of the community, without the need for an Official Community Plan amendment and/or zoning by-law change?	1
12. Where allowed, are a wide range of businesses permitted, as well as outdoor signage/advertising and on-site customer parking?	1
13. Is the main economic development contact person knowledgeable about the Official Community Plan, as well as neighbouring communities' plans, and how these policies and land use designations may affect proposed development in your community?	0.5
14. Are the Official Community Plan and zoning by-laws kept up-to-date (e.g. updated every five years) and available on the community website?	1
15. Is economic development addressed in the Official Community Plan's policies?	0
16. Does your community have a flow chart or itemized list outlining the steps in the land use planning and development approvals process?	0
17. In cases where planning and development approvals are not handled locally, do you know which level of government has responsibility and who your contact is?	1

18. Does your community have information on how long it takes for a typical planning application/proposal to be approved?	1
19. Do you have a list of all the application fees and other associated charges and imposts or levies that an applicant/developer would be required to pay in connection with processing a planning/development proposal in your community?	1
20. Does your community have a designated contact to guide a proponent through the approvals process?	0.5
21. Does your community have any materials for internal or external use that quickly and easily illustrate how development approvals and land use planning work, as well as time and cost guidelines (e.g. flowchart)?	0
22. When a development application has been successfully completed, is there a review of the process with the proponent as part of the community's customer service program?	0
23. Does your planning staff discuss/coordinate their work with economic development staff?	0
Total Points	10
Engaging Your Business Community	
24. Does anyone monitor/evaluate your community's engagement with existing businesses?	0
25. Does your community's Mayor, CAO, other elected officials, economic development staff and/or planning staff meet regularly with local business people, including the Chamber of Commerce, to talk about their business needs and future plans (e.g. once every six months for a breakfast meeting)?	0
26. Does your community liaise with the local Chamber of Commerce or business association about economic development issues?	0.5
27. Does your community have an active Business Retention and Expansion program?	0
28. Does the community have a Business Improvement Area (BIA) - an area designated for businesses and property owners to jointly finance effective marketing, promotional and revitalization programs for the area?	0
Total Points	0.5
Information Sources	
29. Are you able to reach utility representatives in your area with a single phone call to answer technical or pricing questions?	0
30. Do you communicate with territorial/federal agencies to learn about new policies, programs, information or issues/trends?	0.5
Total Points	0.5
Industrial Land Inventory	
	Yes=1 No=0
31. Does your community have an industrial land inventory?	0
32. Is the inventory updated regularly (quarterly)?	0
33. Does the inventory provide potential investors/developers with relevant economic development information, such as availability and cost of industrial properties, site servicing, transportation access, ownership, location, size, etc.?	0
34. Does the inventory include both publicly and privately owned land?	0
35. Is the inventory posted on your community's website?	0

36. Besides your community's website, does your community market commercial and industrial properties in other ways (e.g. advertising, listings on other websites, newspapers, etc.)?	0.5
37. Is your land inventory connected to your community GIS System?	0
38. Does your community work closely with commercial real estate agencies to stay up-to-date on what's available?	0
Total Points	0.5
Joint Ventures	Yes=1 No=0
39. Do you partner with independent business groups, the local Chamber of Commerce or tourism board to jointly market your community as a business location, tourist destination and/or to support economic development?	0
40. Does your community pool resources with neighbouring communities to jointly fund economic development initiatives (e.g. competitiveness study, economic development strategy, etc.)?	0
Total Points	0
Economic Development Capacity	Yes=1 No=0
41. Does your community have an established economic development committee or organization?	0.5
42. Does your community employ full or part time professional planners and/or economic development staff to deal specifically with economic development and/ or land use planning matters?	0.5
43. Does your community have a budget for economic development activity?	1
44. Does your community use private sector economic development or land use planning consultants?	1
Total Points	3
Community and Site Selection Profiles	Yes=1 No=0
45. Does your community have a community profile (synopsis of community assets along with demographic and economic data)?	1
46. Is it online and updated on a regular basis (e.g. every six months)?	0
• News of recent business expansions and/or new businesses	0
• Local volunteer services and business partnerships	0.5
• References to local business groups	0.5
• Your community's vision statement	0
• Economic and demographic data	1
• List of local services	1
• List of local facilities (e.g. arena or sportsplex, cultural centre, etc.)	1
• List of tourist attractions	1
• Photos or other graphics to support written information	1
47. Does your community maintain a profile using the North American Site Selection Standards Template?	0

Total Points	7
Website	Yes=1 No=0
48. Does your community have an economic development website, or an economic development section on the main community website?	0
49. Does your website contain an easily downloadable copy of your community profile?	0
50. Does your website contain information done to North American Site Selection Standards?	0
51. Does your website list key contacts?	0.5
52. Does your website include a list of available real estate?	0
Total Points	0.5
Other Communications Considerations	Yes=1 No=0
53. Has your community reviewed and improved the mapping used to illustrate your regulatory and promotional documents?	0
54. Do you maintain regular contact with media representatives regarding economic development issues?	0
55. Does your community have an established process for communicating economic development issues, priorities, etc.?	0
Total Points	0