

**REGIONAL ECONOMIC DEVELOPMENT PLAN
TRADITIONAL TERRITORY OF THE TR'ONDEK HWECH'IN
COMMUNITY BASED PROJECTS IMPLEMENTATION 2012-14**

9th KDO Partnership Forum

Envisioning Future Community Economic Development

June 26, 2013



A partnership of the City of Dawson, Dawson City Chamber of Commerce,
Klondike Institute of Art & Culture, Klondike Visitors Association, and Chief Isaac Incorporated

1. OBJECTIVES

Effective implementation of a regional economic development work plan is reliant upon strong community partnerships. Until recently, there was no organized or systematic multi-stakeholder capacity in the Klondike region to engage key community partners and align local and regional institutions, organizations and agencies and provide for common community development action.

Since 2011, Klondike Development Organization (KDO) has hosted regular quarterly fora to facilitate the partnerships necessary for agencies to engage and work effectively together in addressing key barriers to economic growth.

The intention is for KDO to continue these, facilitating six quarterly partnership fora to engage and align key local and regional institutions, organizations and agencies in implementing the 2012-14 work plan. The specific objectives of the partnership fora are to include:

- Reporting progress on the mandates, programs and projects of each player
- Building the collaborative partnerships and effective working relationships necessary
- Developing coordinated recommendations for additional measures required
- Furthering discussion between stakeholders of other matters of mutual interest

The region suffers from numerous critical service and infrastructure gaps. Frequently, these represent the best subject matter. Two fora were facilitated in the 2012-13 period including one on the planning of a community-lead multi-unit residential rental development.

2. OUTCOMES

The third forum was held on June 26, 2013 - the agenda is shown in appendix one.

2.1 Attendance

Total: 17. An encouraging mix of key community leaders and stakeholders attended the forum, including Territorial, municipal and Tr'ondëk Hwëch'in government officials (administrative and political), as well as representatives of local non-profit organizations.

Monina Wittfoth (TH)
Lisa Anderson (TH)
Justine Hobbs (KVA)
Paul Robitaille (KVA)
Gary Parker (KVA)
Kirin Barua (DCCC)
Luene Maxwell (Yukon College)
Dan Davidson (Klondike Sun)
Dan Beaulieu (Business Advisory Service)
Elaine Corden (KIAC, Art Market)
Emily Farrell (KIAC, Palace Grand Project)
Paula Hassard (World Heritage Site Project)
Wayne Potoroka (TH)
Micah Olesh (City of Dawson)
Sandy Silver (MLA, Klondike)
Evelyn Pollock (KDO)
Mark Wickham (KDO)

2.2 Review of SWOT Analysis for Regional Economic Development

Comments & proposed changes or additions to the March 2012 analysis included in the current final draft regional economic development plan:

Strengths:

- Regional TH government is making things happen
- Dawson has a populace of go-getters, with a get-things-done attitude
- Community is working together on economic development
- Great non-profit organizations with go-getter spirit
- Community works well together on all kind of issues
- Highly engaged community
- Projects are most successful when home-grown
- Dawson hosts great events
- Stable placer mining industry

Weaknesses:

- Implementation can be a challenge
- Lag time in reacting to opportunities
- Job competition (good supply of well-paying jobs) in the community prevents development of strong entrepreneurial sector
- Housing to meet the demand (a strong weakness) creates instability in the labour market
- Dawson Land use plan could be a strength or a weakness

Opportunities

- Growing First Nation economic development, & pool of skilled and educated workers
- Dawson is on the short list for UNESCO world heritage site designation

Threats

- Possible problem of continuity/sustainability in terms of existing businesses and events (who will fill in when the boomers are gone)
- Changes in government spending could have large impacts
- Volatility of commodity prices & markets... volatility of hard rock mining industry
- Rapidly changing training needs
- Potential of volunteer burnout

Notes/recommendations on old SWOT analysis:

- Loss of Holland America is less a threat than it was 2 years ago
- Need to distinguish between hard rock and placer mining. Placer industry is a strength, whereas hard rock mining is more of an opportunity that fluctuates depending on markets

2.3 Ideas Going Forward

During a brainstorming session in which all ideas were welcomed, the group generated numerous ideas of varying scale, complexity and feasibility that would ultimately contribute to attaining the goals of regional economic development, which are:

- Sustainable population growth
- Local benefits from major development projects
- Year-round business and employment base
- Sustainable, well-paying jobs
- A diverse economic base
- Available and affordable housing
- Quality infrastructure
- Attractive Quality of Life

The following list of potential community economic development projects and potential venture opportunities was created:

Venture opportunities:

- Yoga Studio space/business
- Affordable winter transportation (winter bus?)
- Spa/shower/bath-house
- Natural remedies
- Mobile car detailing business
- Year-round greenhouse
- Canoe group excursions
- Business Centre (internet, photocopying, etc.)
- Internet Business Centre
- Bike shop
- Shared-use art studio
- Internet café
- Low-risk business space rental
- Another "Grunt Action" type business
- Brewery for Dawson City beer
- One-off tourism events: (ex. Marathon, Tough Mudder, and other extreme sports)

Community Economic Development Projects:

- Event: Klondike Art Biennale (like Vienna)
- TH or City manage housing Co-op with rental fees partially offset with volunteer hours
- New 'self-sustaining' homes in Dawson. Off the grid/on the grid
- More sauna culture
- Encouraging Canadian & US school systems to reintroduce Jack London & Robert Service
- Theatre Festival
- Dawson City Marathon
- Develop Dawson brand identity through social media, hash tagging, etc.
- Build on arts & crafts market
- Continue with Palace Grand project – PG as attraction, tourism product
- Continue with Downtown Revitalization
- Continue business development project
- Continue WHS project towards submitting proposal
- More housing efforts
- World Heritage nomination: Tr'ondëk/Klondike multi-year project
- Meeting & Conventions Dawson
- Task rabbit
- Paleontology storage/exhibit space
- A co-op bike shop
- Revitalize the old courthouse
- Renewable energy pilot project (solar? H2O?)

- Selling SOVA as an alternative to backpacking across Europe (for students)
- Art/craft sold at SOVA gallery during winter
- Increased FN curriculum at SOVA (make SOVA an authority institution on FN arts/crafts/culture/tradition)
- Food security group under agriculture development
- Social enterprise
- Northern issues research centre- close to permafrost, taiga, alpine, arctic/subarctic
- Trails development (hiking, walking, biking... outdoor tourism & lifestyle)
- A real, year-round multi-plex facility for sports & conventions
- More artist/writing residencies
- Up-to-date comprehensive pamphlet of all Dawson events/services
- Bear Creek redevelopment? Interpretation?
- Recognize social enterprise as legitimate entity – legislation & policies
- Fine woodworking school at Yukon Sawmill building
- Larger web presence
- Local investment funds- tax credits
- Farmer resettlement incentives- make use of Dawson's formerly productive agricultural land
- CIBC building revitalization
- Housing (in partnership with Yukon Housing)
- Season passes to Palace Grand with show schedule
- A new Signature event
- Artist co-op (like YAAW)
- Beautifying the highway/tailing piles
- Market the North to growing 'hipster' sub-culture

Emerging themes:

- Knowledge economy
- Tourism (branding, conferences, events)
- Arts
- Venture opportunities

2.4 Next Steps

- 1) KDO will promote the identified venture opportunities on their website and in other media, making the list public for potential entrepreneurs to view and consider.
- 2) KDO will follow up with a report on the event to participants and interested public.
- 3) KDO will work with Tr'ondëk Hwëch'in as the lead regional economic development agency to assess the forum results in the context of the current regional economic development plan and prioritize emerging themes and potential projects into a coherent draft work plan that will maximize strategic impact.
- 4) KDO and Tr'ondëk Hwëch'in will communicate with partners and organize meetings with organizations potentially interested in leading the priority community economic development projects in the draft work plan, fleshing out the details and assessing the viability and chronology of potential projects.
- 5) KDO and Tr'ondëk Hwëch'in will lead the drafting of proposals for any necessary funding.

APPENDICES

A.1 Envisioning Future Community Economic Development: Agenda



A partnership of the City of Dawson, Dawson City Chamber of Commerce, Klondike Institute of Art & Culture, Klondike Visitors Association, and Chief Isaac Incorporated

9th Quarterly Partnership Forum: Envisioning Future Community Economic Development

June 26, 2013

Time: Noon to 3:00 PM

Location: Downtown Hotel conference room

- 12:00 Introductions
- 12:05 Overview of REDP implementation following Chapter 22 obligations
- 12:10 Updates from current REDP implementation projects:
 - TH- Locally based Business Advisor/ TH cultural tourism business support
 - TH- WHS feasibility
 - KVA- Dawson Region Marketing Plan & website
 - KIAC- Palace Grand reports and pilot project
 - KIAC- Art Market pilot project
 - KDO- Local Procurement
 - KDO- Labour Market Development
 - City of Dawson- Downtown revitalization planning
 - KDO- Housing Project
- 12:40 - Why **community-based** economic development
 - Goals & desired outcomes
 - Purpose/mechanics of identifying potential future projects
- 12:50 Review of SWOT analysis for Dawson's economic development
- 1:00 Brainstorming: idea generation & sharing
 - Emerging themes or categories?
- 1:30 Break
- 1:40 Flesh out details of potential projects- objectives, methods, etc.
- 1:55 Feedback & further refining of ideas
- 2:10 Potential vehicles for/means of carrying ideas forward into projects
- 2:25 Actions for follow-up
- 2:40 Adjournment

A.2 Envisioning Future Community Economic Development: Presentation

Envisioning Future Community Economic Development

9th Quarterly Partnership Forum



A partnership of the City of Dawson, Klondike Visitors Association,
Dawson City Chamber of Commerce, Klondike Institute of
Art & Culture, and Chief Isaac Inc.

Introductions



Partnership Forums

- o Report progress on mandates, programs and projects of each player
- o Build collaborative partnerships and effective working relationships
- o Develop coordinated recommendations for additional measures
- o Further discussion between stakeholders of matters of mutual interest

REDP Background

- o March 2012: A final draft regional economic development plan (REDP) for the Tr'ondëk Hwëch'in Traditional Territory was completed, pursuant to Chapter 22 of the Tr'ondëk Hwëch'in Final Agreement.
- o This REDP now has approval (subject to formalities) of TH, Yukon, and Canada.

Community Based Strategies

Primary

- Labour Market Development
- Revitalization of Dawson Downtown Core
- Enterprise Facilitation
- Local Procurement Strategy
- Klondike UNESCO World Heritage Site
- Tourism Brand & KVA Website
- First Nation Heritage Tourism
- Palace Grand Theatre Show
- Art Market
- Housing

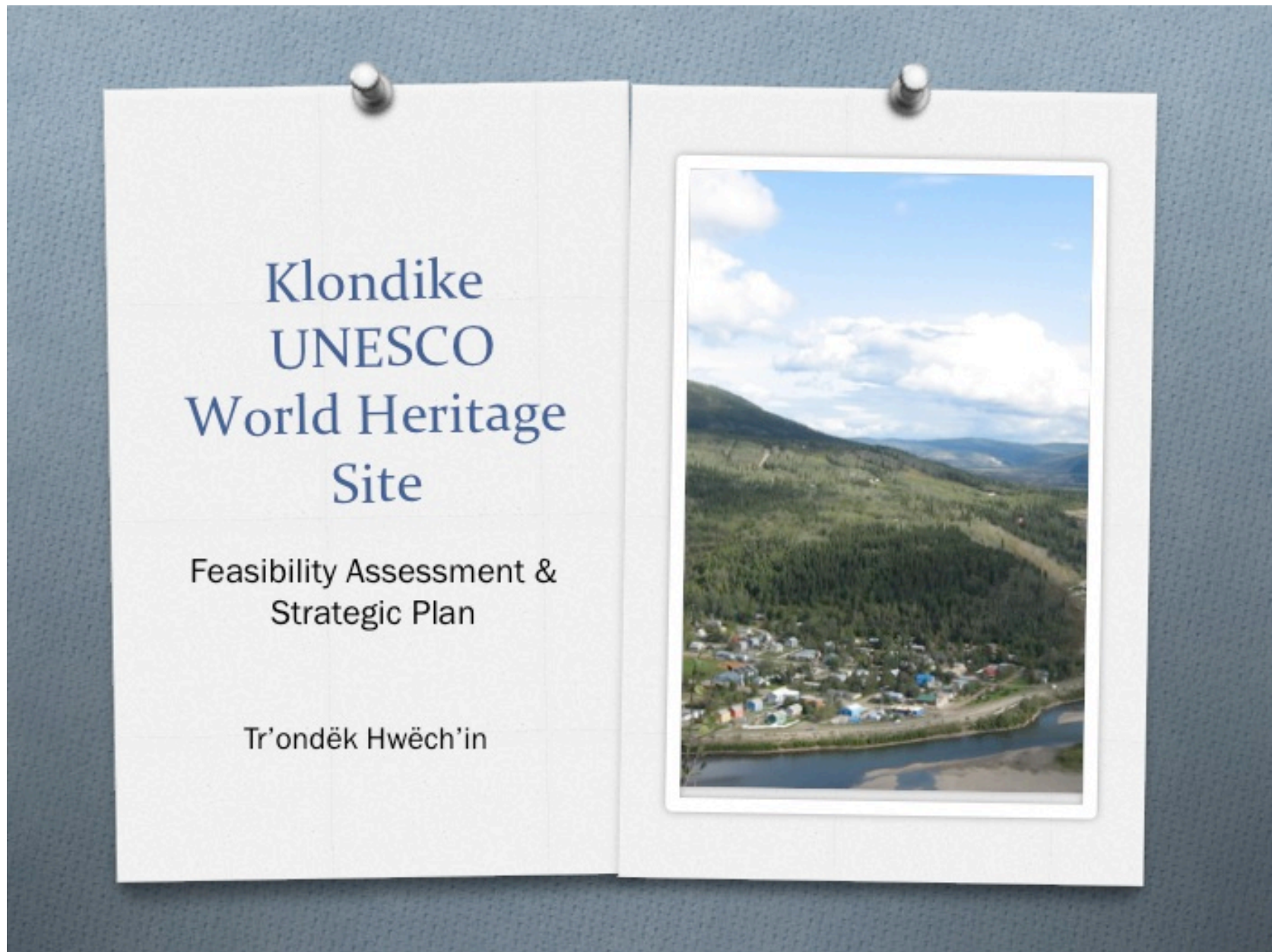
Secondary

- Local Employment in Mining Industry
- Regionalized Land Development Process
- Import Substitution
- Major Project Regulatory Reviews
- Energy Services
- Parks Canada Partnerships
- Shared-Use Studio and Living Space
- Agriculture Development
- Agri-Tourism

Project Updates

- o Full-time, locally based Business Advisor
- o Tr'ondëk Hwëch'in Heritage Tourism - Business Support
- o Klondike World Heritage Site Feasibility Assessment & Strategic Plan
- o Dawson Region Marketing Plan
- o New KVA Website
- o Palace Grand Theatre - Pilot & feasibility
- o Art and Culture Market - Pilot Season
- o Local Procurement Strategy and Promotion
- o Regional Labour Market Development
- o Downtown Core Revitalization Plan
- o Housing

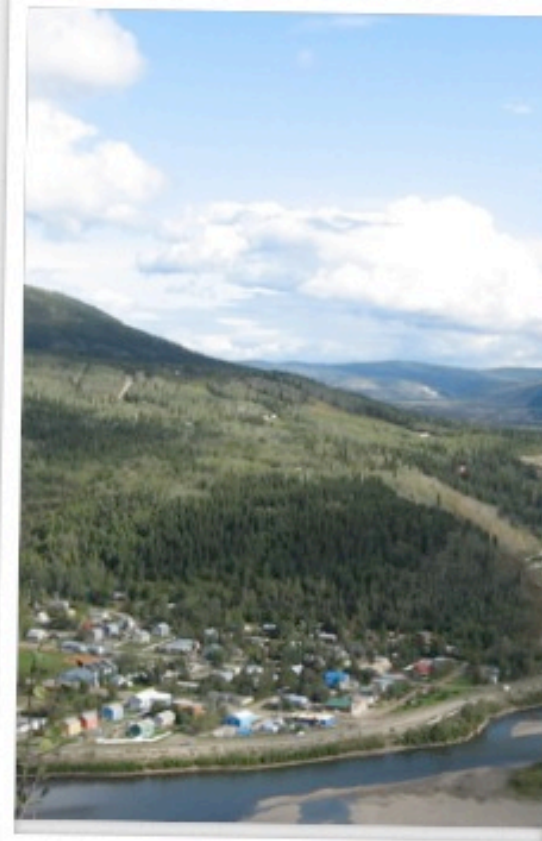




Klondike UNESCO World Heritage Site

Feasibility Assessment &
Strategic Plan

Tr'ondëk Hwëch'in







Palace Grand Theatre

Feasibility research &
Pilot Project

Klondike Institute of Art &
Culture

Art Market Pilot Project

Klondike Institute of Art & Culture







Downtown Revitalization Planning

City of Dawson



KDO Housing Project



A not-for-profit rental
housing complex

Business Development

- *For profit*
- *Focused on one business at a time*
- *Goal is to help businesses grow*

Economic Development

- *Not-for-profit*
- *Focused on the big picture: all of the industries, businesses, and community residents*
- *Goal is to benefit the entire community*

Community Economic Development

“CED is an approach that recognizes that economic, environmental and social challenges are interdependent, complex and ever-changing.”

Canadian CED Network

Simple Definition

“Economic Development is the creation of economic wealth for the **benefit** of a nation’s, region’s, or community’s inhabitants.”



Why **Community-Based** Economic Development?

Greatest potential for local job creation and investment comes from people already living in the community who have a vested interest in its future

Why **Community-Based** Economic Development?

Goals of REDP:

- Sustainable population growth
- A diverse economic base
- Local benefits from major development projects
- Available and affordable housing
- Year-round business and employment base
- Quality infrastructure
- Sustainable, well-paying jobs
- Attractive Quality of Life

Investing in People, Place and Business

- *People*: creating more employment and retaining or attracting residents
- *Place*: making physical and infrastructure improvements
- *Business*: helping entrepreneurs and enterprises grow and prosper, as well as create more employment and diversification



Strengths Weaknesses Opportunities Threats

- What's new?
- What's old?
- What's changed?

Idea Generation & Sharing



- Suggested projects?
- Emerging themes?

(or, the "strategic thinking" part.)

Community Based Strategies

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Secondary

- Local Employment in Mining Industry
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- Energy Services
- Parks Canada Partnerships
- Shared-Use Studio and Living Space
- Agriculture Development
- Agri-Tourism

Break



Project Details

- o Fleshing out potential projects:
 - o Objectives
 - o Methods
 - o Partners
 - o Etc.

Feedback & Further Refining

- Positive & constructive input
- Vehicles for carrying ideas forward into projects



Actions for Follow-Up

