

**REGIONAL ECONOMIC DEVELOPMENT PLAN
TRADITIONAL TERRITORY OF THE TR'ONDEK HWECH'IN
COMMUNITY BASED PROJECTS IMPLEMENTATION 2013-14**



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Introduction

A final draft regional economic development plan (REDP) for the Tr'ondëk Hwëch'in Traditional Territory was completed in March 2012, pursuant to Chapter 22 of the Tr'ondëk Hwëch'in Final Agreement. Plan development was lead by Tr'ondëk Hwëch'in, Yukon and Canada with City of Dawson in an ex-officio capacity. It was an inclusive process, providing opportunity for input and feedback from all interests. As the result of a multi-year planning process inclusive of all the regional stakeholders, and founded upon an extensive library of accepted studies by regional governments and organizations, it represents a well-researched and comprehensive approach to investing in the regional economy. The economic development needs of the region have been properly studied and rationalized.

The goals of the final draft REDP are as follows:

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

A total of 31 strategic initiatives were identified in the final draft REDP. *People* strategies focus on human resource initiatives for the purpose of creating more employment and retaining or attracting residents. *Place* strategies emphasize physical and infrastructure improvements. *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.



Nine initiatives fall directly within the mandates of governments and their agencies such as Yukon Government, City of Dawson, Yukon Energy and Yukon College. Others have been completed already, or are no longer relevant due to changing circumstances. Initial discussions with Tr'ondëk Hwëch'in, other governments and stakeholders on their priorities, capacities and potential for funding filtered the remainder into 10 primary (priority) and 9 secondary projects:

Primary Projects

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

Secondary Projects

- 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

During the summer of 2012, a work plan was developed to undertake 'next steps' on 9 of the priority projects between November 2012 and March 2014. Funding applications were submitted and work began in February 2013 subsequent to approvals.

Community Project Descriptions

PROJECT 1

Klondike UNESCO World Heritage Site Feasibility Assessment and Strategic Plan

The Klondike is on a shortlist of just eight Canadian sites qualified by Government of Canada for consideration as a UNESCO World Heritage Site, recognizing its outstanding universal value. The regional tourism industry identifies the designation as the primary opportunity for growth in the sector going forward and the economic benefits may be significant. The nomination has been studied locally for many years and much of the necessary material and research such as site management plans are in place. The time has come for a strategic and coordinated approach.

Project Lead

Tr'ondëk Hwëch'in

Project Partners

City of Dawson, Yukon Government, Parks Canada, Klondike Visitors Association, Private sector businesses

Mission

Pursue next steps in achieving UNESCO World Heritage Site status by evaluating and considering the opportunities, requirements for success and associated financial and economic impacts.

Objectives

There are three principal areas surrounding the cost-benefit analysis and feasibility of the designation that must be examined in order to better inform decision-making and provide a well-researched economic perspective.

- 1) Economic benefits including tourism expansion and other impacts
- 2) Financial and economic costs including:
 - Budget required for the formal nomination development and submission process
 - Potential impacts of any proposed site management plan
- 3) Achievement of technical merit including:
 - Outstanding universal value
 - Global comparative analysis
 - Authenticity
 - Boundary definition
 - Site management plan

Part 1 February 2013 to March 2013

- Compose an interim strategic plan for nomination advancement
- Undertake an economic impact analysis of the potential designation

Part 2 April 2013 to March 2014

- Undertake an independent technical assessment of the prospective nomination by working with Parks Canada officials responsible for advising on the submission of nominations to UNESCO and a panel of specialized advisors and scholars.
- Finalize the recommended strategic plan and compile it, its capacity and budgetary requirements, the economic impact analysis, independent technical assessment and final draft Statement of Outstanding Universal Value into a full cost-benefit analysis and feasibility assessment report including a recommendation from the Steering Committee to the public and regional governments on whether to proceed with pursuing the nomination.

PROJECT 2

Palace Grand Theatre

The Palace Grand Theatre is part of the Dawson Historical Complex and historically was a major entertainment venue. As evening entertainment for tourists has been recognized as limited, the facility has the potential to act as an iconic visitor attraction and also drive extended stay and spin-off business potential. Shows have been successfully produced in the past but not since 2003 and there is some question about the most sustainable business model in the present climate. Feedback from a recent unsuccessful Call for Proposals by Parks Canada indicated that the absence of a recent track record in the theatre inhibits market research, feasibility studies and business planning and creates excessive business risk.

Project Lead

Dawson City Arts Society (DCAS) – Klondike Institute of Art and Culture

Project Partners

Parks Canada, Klondike Visitors Association, Private sector businesses

Mission

To build a viable business model for sustainable entertainment in the Palace Grand Theatre by delivering the most cost-effective and useful market research in the absence of alternative data

Objectives

Part 1 February 2013 to April 2013

Undertake the market research and planning of a pilot season of shows to explore live entertainment options for the facility and better define market and revenue potential. This would then inform the best risk management options going forward into part two.

- Research potential shows
- Undertake a scan of performer interest and needs
- Identify pilot season length and timetable and compose draft schedule of performers
- Assess theatre condition, equipment and needs going forward
- Conduct market research to determine revenue projections
- Determine season cost structure
- Marketing
- Identify pilot season length and timetable and make provisional bookings with performers
- Complete pro-forma financial projections, business plan and risk and feasibility assessment

Part 2 April 2013 to September 2013

Build and implement the pilot season with the project lead assuming the financial risk.

- Booking and logistics arrangements for all performers
- Development and implementation of marketing plan for both travel trade and FIT markets
- Hiring and supervision of all required front of house staff
- Administration including accounting, hiring professional assistance as required
- All other required elements of season production
- Development and facilitation of client feedback strategy including engagement with travel trade and major regional operators such as Holland America

PROJECT 3

Art and Culture Market

Higher-end and established artists are well served by Danoja Zho Cultural Centre, local galleries and gift stores. However, feasible avenues for less-established local artisans to get creative product to market while assuring them a reasonable return for their work are few. An art and culture market and/or permanent fixed site cooperative retail venture has been proposed.

Project Lead

Dawson City Arts Society (DCAS) – Klondike Institute of Art and Culture

Project Partners

City of Dawson, Private sector businesses

Mission

To establish a vibrant art and culture market as an avenue for local artisans to get creative product to the tourist market

Objectives

Part 1 February 2013 to May 2013

Undertake operational planning and promotion to prospective artisans with the goal of ensuring recruitment and that a critical mass of participation and product will be available.

- Investigate a minimum of four case study art market models from both inside and outside of Yukon for relevance and direction to the Dawson scenario
- Connect with local artists to determine:
 - Input on various operational models
 - Interest in participating
 - Type, quantity and pricing ranges of products to be available
 - Potential and merit of adding related local goods and services such as musicians and value-added foodstuffs
- Develop an operational model and implementation plan for a pilot 2013 season

Part 2 May 2013 to September 2013

Implement the agreed operational model and implementation plan for a pilot 2013 season.

- Coordinate the participants, cooperative volunteer staffing and any accompanying entertainment and refreshment vendors to ensure consistent critical mass of participation and a high standard and quality of available product
- Effective marketing to local residents and the visitor industry including the travel trade and major regional operators such as Holland America
- All administration including accurate sales records broken down by types of product and price points to act as a basis of future business planning
- Development and implementation of regular customer and artisan feedback evaluations

The ultimate aim is sustainable business models that can cover costs from sales-generated revenues; building small business and driving increased tourist spend in the region.

PROJECT 4

Dawson Region Tourism Marketing Strategy and KVA Website

Klondike is an iconic Gold Rush brand that has long resonated with key travel markets, in Canada, the US and Europe. KVA has invested heavily in the *Klondike* theme as the anchor for its marketing activities but now wants to expand its focus to include the diverse sources of Dawson's richness as an attraction, including Tr'ondëk Hwech'in heritage, the arts culture scene, and wilderness adventure. KVA wants to exploit the diverse tourism potential of this rich combination by widening the brand and the KRTMS to be more inclusive of the broader Dawson City experience. This re-visioning of the *Klondike* brand sets the stage for the UNESCO World Heritage Status application. In addition, recognized inconsistencies between current KVA theming and the Yukon Government approach must also be addressed.

The existing destination marketing website, www.dawsoncity.ca has been recognized as out of date. In terms of both style and content, it does not currently reflect the more comprehensive scope of existing and developing trends and opportunities in the market place. The full range of Internet tools available such as social media and real-time e-commerce sales cannot be fully exploited within the current site structure.

Project Lead

Klondike Visitors Association

Project Partners

- Yukon Government
- Parks Canada
- Tourism Industry Association of Yukon
- Private sector businesses

Mission

Create and enhance economic, social and cultural opportunities by attracting, sustaining and increasing first-time, repeat and "stay another day" visitation to Dawson City through marketing the full scope of the Klondike's unique past, present and future.

Objectives

Part 1 February 2013 to March 2013

Undertake an assessment of the DRTMS including its place in relationship to tourism marketing activities at the territorial and federal levels and update KVA's general and specific marketing planning and implementation tools to ensure the best possible outcomes. It will make recommendations as to how the DRTMS should be re-directed and enhanced to meet the objective of bringing more visitors and spending to the region by including the Tr'ondëk Hwech'in cultural themes within the tentative UNESCO nomination and others such as wilderness and adventure and arts and culture that match the projected market demands going forward.

Part 2 April 2013 to March 2014

Commence implementation of the enhanced DRTMS by completing the necessary upgrades to the primary promotional tool for the region, the Klondike Visitor Association website.

PROJECT 5

Tr'ondëk Hwëch'in Heritage Tourism - Tr'ondëk Hwëch'in Citizen Enterprise Support

Tr'ochëk National Historic Site of Canada, Forty Mile Heritage Site, Tombstone Territorial Park and Danoja Zho Cultural Centre combined have the critical mass to act as the foundation of a unique First Nation heritage tourism feature that will appeal to new and existing visitor markets, including the important cultural traveller segment. However, the correctly positioned visitor products are not in place.

Project Lead

Tr'ondëk Hwëch'in

Project Partners

Yukon Government, Private sector businesses, Klondike Visitors Association, Private advisors

Mission

Support the development of Tr'ondëk Hwëch'in citizen owned and staffed businesses.

Objectives

Identify citizens interested in Tr'ondëk Hwëch'in heritage tourism business opportunities and deliver targeted and specific services to facilitate and support their efforts to build the enterprises that can deliver the key accommodation, transportation, interpretive guide and other experiential services that meet the demonstrated demand.

Part 1 February 2013 to March 2013

Source, form and work with an Advisory Committee of specialist professional advisors from Tr'ondëk Hwëch'in, Klondike Visitors Association, Tourism Yukon, Yukon Government heritage site co-managers, other tourism industry partners and the private sector to develop the program:

- Determine the high-potential service gaps and business opportunities most critical to the development of the overall Tr'ondëk Hwëch'in heritage tourism.
- Develop criteria for assessing business proposals for their critical value as a pillar in developing the overall Tr'ondëk Hwëch'in heritage tourism industry, their products and services, financial feasibility, goals and the entrepreneur skill sets including capacity for and interest in growth
- Develop and facilitate a process to source citizen entrepreneurs interested in the heritage tourism industry and specialized business support services
- Assess the entrepreneur products or services, business proposals, financial feasibility, goals, skill sets including capacity for and interest in growth and value as a critical pillar of Tr'ondëk Hwëch'in heritage tourism development

This part will be completed by working with the Committee to select a minimum of three entrepreneurs for enrolment in the full support program. Entrepreneurs that cannot be accepted will be referred to other relevant business support programs for further assistance.

1) Part Two April 2013 to March 2014

Working with the Committee, deliver a pilot program of targeted business development support services to the selected high-potential entrepreneurs.

- In-person mentoring and specialist professional advice
- Technical training
- Specialized sector knowledge, contacts and networking
- Research assistance, feasibility analysis and business plan reviews
- Applications to funding programs and financial institutions

PROJECT 6

Regional Labour Market Development

Access to labour is the number one barrier to business growth in the region.

The Klondike Business Retention and Development Survey in 2011 found that, when asked to identify barriers to meeting demand, 30% of respondents noted staffing as their biggest issue. Further details on the labour market, business needs, training and recruitment stresses and the impacts on business and economic development opportunities in the region can be found in the report of that survey, accessible from <http://www.klondikedevlopment.com/research/>

There are four separate strategic components to the Labour Market Framework for Yukon that address comprehensive skills and trades training, immigration, labour market information and recruitment and employee retention issues. However, general regional awareness and understanding of, and participation in, the development and implementation of the strategies envisaged in the Framework is below that required for effective labour market development in the region. Programs for employers through the existing Canada-Yukon Labour Market Development Agreement include job creation partnerships, targeted wage subsidies and labour market partnerships but again the regional uptake is low.

Project Lead

Klondike Development Organization

Project Partners

- Yukon Government
- Private sector businesses
- Klondike Outreach Employment Services
- Yukon Mine Training Association
- City of Dawson

Mission

To create a larger and more efficient local labour market

Objectives

Part 1 February 2013 to March 2013

Compose a focused and detailed scope of work for, and approach to, the development of a regional labour market development strategy. Working with the Yukon Advanced Education managers responsible for the Labour Market Framework for Yukon, this will be achieved by building the awareness and understanding of community stakeholders and businesses of the Framework and the strategies and potential activities contained therein through workshops, open houses and individual interviews. The focus of the following strategy development process in part two will thereby be most closely tuned to needs.

Part 2 April 2013 to March 2014

Develop a regional labour market development strategy that is cohesive and consistent with the Labour Market Framework for Yukon by working with community stakeholders, businesses and the Yukon Advanced Education managers.

PROJECT 7

Local Procurement Strategy and Promotional Activities

Increased potential for locally based businesses to provide services to large-scale projects (in mining, exploration and other sectors) would increase employment and diversify the business base. It could also attract more investment in regional operational bases, such as field offices, if a competitive benefit can be demonstrated.

Communication to date between the larger regional business operators, especially in the mineral exploration sector, and the community is perceived as limited. Regional awareness of opportunities is currently low and must be built quickly. Local business skills, knowledge and capacity must be built quickly to ensure the maximization of regional benefits.

Project Lead

Klondike Development Organization

Project Partners

Chief Isaac Incorporated, Dawson City Chamber of Commerce, Private sector businesses

Mission

- Facilitation of the maximization of secondary benefits from major industrial developments
- Increased local awareness of and participation in major industrial developments
- Successful business arrangements that provide positive community economic impacts
- Strengthened local business skills and capabilities to deal with major operators and projects
- Enterprise expansion, entrepreneurial development and creation of new enterprises

Objectives

Part 1 February 2013 to March 2013

Develop a local procurement strategy in collaboration with large exploration companies, other major regional operators and enterprises such as Chief Isaac Incorporated and other local businesses and stakeholder organizations. Potential strategic initiatives include:

- Raising awareness of the goods and services available in the region with large exploration companies and other major developments and operators in the area
- Dialogue with large exploration companies and other major operators in the area to research and build knowledge of their goods and services needs and associated issues and practices
- Continued policy support and partnership development to ensure local business capacity is fully utilized and grown
- Development of a *Klondike Business Opportunity Identification Program* that facilitate dialogue between the mineral exploration sector, other major operators and the business community to raise awareness of opportunities
- Development of a *Klondike Business Training Program* including seminars & workshops

Part 2 April 2013 to March 2014

Commence implementation of the local procurement strategy by piloting the priority promotional, business training and other activities identified in the strategy, to address the noted awareness, communication and skills gaps.

- A listing of goods and services from regional businesses in a searchable online directory
- Facilitating a series of targeted engagement meetings between community leaders, local businesses and large exploration companies and other major operators
- Trade fairs and open houses to promote business-to-business communication & joint ventures
- Educational workshops, and seminars to build local business capacity by trialing elements of the *Klondike Business Opportunity Identification Program* and *Klondike Business Training Program*

PROJECT 8

Enterprise Facilitation (Business Care)

A high demand for enterprise and investment facilitation and business care services from prospective entrepreneurs, local businesses and outside investors is currently being experienced and expected to continue.

The priority community based projects identified in this 2012-14 work plan will improve the economic opportunity environment through investments in the key thematic areas of people, place and business. Nevertheless, significant generation of new wealth, services and employment opportunities will ultimately only occur if private sector innovators, entrepreneurs, investors and businesses are capable and positioned to respond. The delivery of effective enterprise facilitation and business care services in the region is critical to the success of the work plan and improved and maximized return on investment.

Project Lead

Klondike Development Organization

Project Partners

- Private sector businesses

Mission

Support the efforts of private sector innovators, entrepreneurs, investors and businesses to generate wealth and employment by taking advantage of the opportunities stimulated by the investments in the 2012-14 work plan.

Objectives March 2013 to March 2014

Effective delivery of a regionally-based enterprise facilitation and business care service based upon consistent local delivery, current regional knowledge and strong community partnerships, including, but not limited to:

- Identification of client businesses and entrepreneurs
- Client needs assessments, including but not limited to business feasibility, business planning, financial needs, access to capital and training
- Local coordination of community based business networks and direct service
- Business counselling and other related advisory services including, but not limited to:
 - Market research, marketing strategies and business planning
 - Financial projections
 - Advice on sources of business financing and services
 - Preparation of applications to commercial lenders, funding and training agencies including both territorial and federal programs delivered directly and through third-parties
 - Business management
 - Training plans
- Support to Project 6 – 'Local Procurement Strategy and Promotional Activities' by assisting in delivering the business training workshops, seminars and information sessions
- Support to Project 3 – 'Art and Culture Market: Pilot Season' by advising artisan participants
- Support to Project 5 – 'Tr'ondëk Hwëch'in Heritage Tourism: Targeted Tr'ondëk Hwëch'in Citizen Enterprise Support' by concurrent delivery of part 2.
- Facilitation of fora and piloting of mechanisms to bring together the multiple providers and funders of enterprise facilitation and business support services to trial and assess delivery systems and partnerships that can be brought to bear to maximize the effectiveness of existing services.
- Facilitation of six quarterly partnership fora to engage and align key local and regional institutions, organizations and agencies in implementing the 2012-14 work plan.
- End-of-project assessment and review of demand and necessity for ongoing regional services

PROJECT 9

Dawson Downtown Core Revitalization Plan

There is a significant amount of vacant property and buildings in the Historic Townsite of Dawson City. Such areas portray an image of neglect and economic decline that discourages investment, reduces property values and narrows the range of potentially feasible property uses. The visitor experience also suffers. Perhaps surprisingly, there is a coincident perception that a shortage of developable land is constraining the economy.

Investment in the revitalization of well-located core areas of communities, whose historic use is no longer relevant to the modern economic opportunities present in the region, is a proven strategy to stimulate activity in previously depressed areas.

Project Lead

City of Dawson

Project Partners

Parks Canada, Yukon Government, Dawson City Arts Society – Klondike Institute of Art and Culture, Klondike Visitors Association, private sector businesses, other NGOs

Mission

To develop a comprehensive, coordinated, realistic and implementable revitalization plan, that is supported by the public and all the relevant players, to encourage and guide development and infrastructure investments in the Dawson Downtown Core and by so doing, re-direct land and property resources to more economically productive uses.

Objectives August 2013 to December 2013

A two-pronged approach to planning will be taken

1) Design Charette

- Facilitation of a two-day design charette (collaborative design and planning workshop) bringing together a team of design professionals from different disciplines and backgrounds to explore design options for the area. Relevant private property owners, businesspeople, community partners, other governments, non-governmental organizations, municipal staff and the public will be invited as appropriate based on the background research.
- Production of a refined final draft plan for stakeholder and public review
- Production of final recommended plan
- Execution of a community and stakeholder consultation strategy

2) Development Incentives Program for Underutilized Sites

- Investigate a minimum of four successful case study models of development incentive programs from both inside and outside of Yukon for relevance and direction and compose a long-list of potential incentive measures
- Evaluate the likely impact of the long-list of potential incentive measures on financial feasibility and development intentions
- Compose a short-list of priority incentive measures based on likelihood of measurable impacts
- Evaluate the short, medium and long-term financial implications of the short-list of incentives
- Undertake a cost-benefit analysis of the short-list of measures
- Prepare a draft development incentive program if warranted
- Facilitate a public consultation process for input on the draft development incentive program
- Recommend a final development incentive program

3) Implementation

Timely demonstrations of commitments to the plan are critical to public buy-in. It is intended that implementation work should begin immediately and continue through a phased approach as resources allow. Money from land sales could be used to fund public amenity improvement.