

CITY OF DAWSON



JULY 2014 UPDATE

INCLUDING

2014-15 WORK PLAN



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

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1. Introduction

The KDO project was initiated by City Council in 2007 with the City of Dawson Community Economic Development Report, which recommended the formation of an arms-length economic development corporation to deliver and enhance essential economic development services in the community. In 2009, City of Dawson founded KDO with City of Dawson, Dawson City Chamber of Commerce (DCCC), Klondike Visitors Association (KVA) and Dawson City Arts Society (DCAS) as the partners. Chief Isaac Incorporated has since agreed to participate on behalf of Tr'ondëk Hwëch'in.

OUR VISION

A resilient Klondike where highly engaged citizens, networks and organizations collaborate to build a sustainable economy

OUR MISSION

KDO focuses multi-stakeholder collaboration on diversifying and strengthening the local economic base through:

- Pro-active strategies and services to retain and grow a healthy business base;
- Increasing access to equity investment capital;
- Strengthening economic and social sectors critical to the future of the Klondike; and
- Addressing strategic gaps in services.

The founding partner agencies each nominate up to two individuals as directors. KDO has no staff or office – contractors deliver all services and projects – and all services are directed at the full community. Please visit www.klondikedevlopment.com to learn more about the KDO mandate, our objectives, our activities and our successes to date.

In early 2013, Government of Yukon Regional Economic Development communicated to KDO that funding would be made available to KDO annually for the three fiscal years 2013-14 to 2015-16, subject to appropriation of funds and equity contributions from local partners. In the summer of 2013, City of Dawson Council approved an agreement to provide \$35,000 annually for the three years. An annual work plan is required from KDO and satisfactory completion of reporting from the previous contribution agreements.

This 2014-15 work plan builds on the successful services and activities of the past years. It is consistent with the Regional Economic Development Plan and implements next steps from a number of the community-based projects from that plan that were delivered over the last year by KDO, Tr'ondëk Hwëch'in and other partners. KDO retains its emphasis on cost-effective community collaboration and research and facilitation services to support private enterprise development over large infrastructure projects.

2. 2013-14 Activities

KDO completed its first year of core economic development services under the three-year agreement with City of Dawson and Government of Yukon Regional Economic Development, a number of special initiatives through the Regional Economic Development Plan (Tr'ondëk Hwëch'in) and further development of its envisioned not-for-profit rental housing project.

2.1 Core Services

- Enterprise Facilitation - 28 clients exploring a variety of social enterprise, business and investment concepts. A significant increase in demand was observed from local not-for-profit organizations seeking project and financial planning advice.
- Property search and site selection assistance including the second generation of our online mapping search tool.
- Completed a governance review after 5 years of existence to strengthen constitution, bylaws and links with founding partners and develop new policies for operations, procurement and conflicts of interest matters.
- Facilitated 6 partnership forums on a variety of topics:
 - Community-Based Projects Implementation 2012-14 – March 18, 2013
 - Public Forum on Housing – April 24, 2013
 - Envisioning Future Community Economic Development – June 26, 2013
 - Tales From The Trenches of Community Economic Development – Nov 14, 2013
 - Land Development in Dawson City – December 12 & 13, 2013
 - Downtown Revitalization Plan Implementation – January 7, 2014
- Maintained a comprehensive community engagement and education program

2.2 Special Projects

- Labour Market Development Strategy – put in place a plan of activities to attract and retain new residents to Dawson including approaches to community marketing.
- Local Procurement Strategy – activities to capture greater benefits for local residents from the activities of 'big business' in the region.
 - Development of new mining directory website www.dawsonmining.com
 - Open houses and seminars such as recently with Holland America
 - Representing Dawson at conferences such as Yukon Geoscience Forum

2.2 Community-Based Not-For-Profit Rental Housing Project

Developed a full business plan for a 16-unit \$2.1 million dollar project that was submitted to recent Yukon Housing process for 50% construction funding. Successfully accepted at RFQ stage but voluntarily withdrawn by Board in favour of two private Dawson projects. Other proponents since turned down for funding so no Dawson projects advancing. KDO Board is considering potential to re-engage with Yukon Housing on its project.

3. 2014-15 Scope of Work

3.1 Enterprise and Investment Facilitation Service

The demand for the KDO enterprise and investment facilitation services from outside investors, local businesses, social enterprises and potential and existing residents has been high and has consistently exceeded the resources available. This demand is expected to continue in the coming year. KDO will continue to operate a one-stop-shop entry point for entrepreneurs and investors seeking regional information and assistance with local problem solving. This facilitation service is essential to attracting investment to the region and increasing enterprise development. The service is founded in consistent local delivery, the best regional knowledge and strong community partnerships. It includes:

- Expedited access to accurate regional information and knowledge
- Advice on land and property selection
- Assistance with accessing local goods and services
- Direct service and technical assistance to support the exploitation of opportunities and growth of businesses and services.
- Assistance with project permitting

Timeline: 12 months. April 2014 to March 2015

Partners: Community governments, NGOs, businesses and residents

Outcomes: Investment attraction and development of new business and employment opportunities

Methodology: Contract out to qualified consultant(s)

Budget: \$16,000

Deliverables: Interim and final reports detailing the service provided. The reports will include, but not be limited to, provision of the following information:

- Number of clients assisted, categorized by type of assistance provided and summarized by hours per type of assistance
- Number of attendees at any open houses/other fora
- Detail on any seminars/workshops conducted, including a copy of the curricula and instructor notes, copy of any power point presentations, # of attendees per event
- Number of referrals to other business support services, financial institutions, funding agencies and others

In addition to the above general services, KDO will also undertake the following specific facilitation activities, which were identified in our 2013-14 Local Procurement work:

3.1.1 Tourism Opportunities Identification and Product Development Facilitation

This activity will facilitate communication between Dawson City's largest tour operator, Holland America, and local tourism entrepreneurs about potential opportunities for product development or other services as a result of the increased Holland America visitation numbers and duration of stay expected from 2014.

This will be achieved by three methods:

- 1) Hosting a public forum on potential opportunities for local tourism product development in partnership with visiting senior Holland America representatives and Klondike Visitors Association officials.

The forum will highlight:

- What Holland America sees as areas of interest for their clients in terms of activities, tours, experiences, etc. while in Dawson.
 - Process for pitching an idea to Holland America, including relevant contacts
 - Expectations of Holland America in terms of standards, registrations, insurance, etc.
- 2) Arranging for short pitching sessions and/or meetings between interested local product developers and/or existing companies with Holland America representatives.
 - 3) Facilitating planned engagement workshops between Holland America and key players including Tr'ondëk Hwëch'in and Klondike Visitors Association.

3.1.2 Major Project Local Business Opportunities Facilitation

The construction of a new senior's care facility in our community to replace Alexander McDonald Lodge is a capital project of significant enough size (estimated budget of \$10 million) to warrant specific efforts to coordinate the participation of local businesses as a means of maximizing local economic benefits.

Achieving this will require engagement with the project managers and the potential and eventual general contractors through a range of promotional events and activities. These will include a mini-trade fair to coincide with site visits during the tendering process(es) and the promotion of local business directories.

If the general contractor is willing, the project may act as a pilot for the development of a major project specific website to maximize community and business engagement and involvement, modeled on [Major Projects Campbell River](#).

3.2 Partnership Fora

Facilitation of four quarterly partnership fora to engage and align key local and regional institutions, organizations and agencies in overcoming key barriers to economic development and taking advantage of opportunities by:

- Furthering discussion between stakeholders on significant matters of mutual interest
- 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.

Timeline: Quarterly, by June, September, December 2013 and March 2014.

Partners: Community governments, NGOs, businesses and residents

Outcomes: Collaborative approaches to economic development

Methodology: Contract out to qualified consultant(s)

Budget: \$20,000

Deliverables: Quarterly and final reports detailing service provided. The reports are to include, but are not limited to, provision of the following information:

- Detail on the partnership fora conducted, including number of attendees and copies of the presentations and other materials
- Options and recommendations of new and potential approaches, mechanisms and collaborations to address key matters of mutual interest in economic development that directly result from the partnership fora

3.3 Enterprise Support Tools

Maintain the tools that were developed between 2012 and 2014 to improve business and investment planning in the region by businesses, entrepreneurs, investors, community governments and non-governmental organizations, including the following:

- 1) Property search tool
- 2) Dawsonmining.com directory of mining industry-relevant businesses in the Klondike
- 3) Klondike business licenses, permits, taxes and services information
- 4) Published and promoted list of identified potential regional venture opportunities

Timeline: 12 months. April 2014 to March 2015

Partners: Investors, businesses, residents, community governments and NGOs

Outcomes: Investment attraction and development of new business and employment opportunities

Methodology: Contract out to qualified consultant(s)

Budget: \$4,500

Deliverables: Narrative report on maintenance and update activities including site statistics on use of web-based tools.

3.4 Community Engagement

Implement a comprehensive community engagement program to educate the public and build awareness of community economic development and the KDO mission and services within and outside the community. The program will communicate the KDO activities to regional businesses and residents, generating awareness, and interest in participating in and taking advantage of the services provided under the project. It will also provide an opportunity to ensure that KDO has the best regional information available, while increasing and expanding KDO's network and connectivity. Education on the economics of the land development and real estate sectors will be a priority.

Specific priority activities to be undertaken:

- 1) Hosting open houses and participating in targeted meetings with stakeholders (businesses, investors, funding agencies, etc.) who would like to be aware of KDO, its activities, and its successes. These sessions will also include targeted regional decision-makers, some of who might not be aware of the organization's mandate and current activities.
- 2) Investigating options to raise KDO's public profile as recommended in KDO's 2013-14 Year-End Review. A small coordinated marketing campaign will be developed following the principles and examples of "guerilla marketing", which advocates low cost creative marketing and promotion. This will include, but not be limited to:
 - Website maintenance
 - Continued social media campaigns
 - Newspaper articles
 - Speaking at events in Whitehorse such as Yukon Chamber of Commerce luncheon lecture series or hosting a Whitehorse Chamber "business after hours"
- 3) Developing post-partnership forum briefs for KDO founding partners so that they are better informed of the discussions and outcomes of the fora. These briefs will be posted on the KDO website.
- 4) Forwarding brief summaries of the KDO activities to the founding partners on a quarterly basis.

Timeline: 12 months. April 2014 to March 2015

Outcomes: Heightened awareness and understanding of community economic development within the community and greater activity engagement.

Methodology: Contract out to qualified consultant(s)

Budget: \$4,500

Deliverable: Narrative report detailing community engagement activities, including copies of any publicity and promotion, newsletters, and numbers in attendance at each event.

3.5 Labour Market Development - Community Marketing

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. A 2013 KDO survey of employers indicated that most (58%) have regular or occasional difficulties in recruiting staff. It seems many of the job opportunities that arise are not easily filled, in part due to Dawson City's already high employment (72%) and work force participation rates (81%). 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 [full survey reports](#).

In 2013, KDO developed a regional labour market development strategy, which recognizes the challenges of attracting workers to a remote and unknown location, if the community wishes to attract a strong and diverse labour pool. To begin implementation, KDO now proposes to develop and execute a community marketing campaign to attract workers to these opportunities and simultaneously promote the region's business, investment and residency attractions.

A three-phase approach will be undertaken:

- 1) Collection/collation of information about the typical new resident worker to determine what their needs/interests are, in order to develop a target market profile and determine how best to promote Dawson City's opportunities to that market by:
 - Utilizing existing surveys (Seasonal Worker Accommodation Study, Klondike Household Survey) to establish labour market profiles and Dawson City assets they are attracted to; and
 - Conducting a new survey of seasonal workers and recent new residents to verify the profiles hypothesized.
- 2) Development of a draft community marketing plan for a online campaign to drive traffic to existing resources that provide information and marketing about the community (example: Yukon Community Profiles, Klondike Outreach and Klondike Development Organization websites).
- 3) Conduct of pilot online promotional campaigns between January and March 2015 to test the campaign reach and efficacy (via click-throughs to existing Dawson websites via Facebook ads, for example).
- 4) Development of a revised final marketing plan

Timeline:	10 months. June 2014 to March 2015.
Partners:	Government of Yukon Advanced Education Branch, Klondike Outreach Employment Services, Dawson City Chamber of Commerce, businesses, community governments and NGOs.
Outcomes:	Improved knowledge of the influences on the workforce and effective and validated actions to attract a strong and diverse labour pool.
Methodology:	Contract out to qualified consultant(s)
Budget:	\$9,000
Deliverables:	Community marketing report including: <ol style="list-style-type: none">1) New resident worker motivation and profile including:<ul style="list-style-type: none">• Analysis of existing labour force surveys• Results of new seasonal worker and recent resident survey2) Details of pilot online community marketing activities undertaken and statistics of responses3) Final revised community online marketing plan

3.6 Tourism Development – Opportunity Scoping & Research

Regional economic development planning and review activities through the partnership fora, community engagement and strategic reviews of 2013-14, provided for the conceptualization of a number of possible future tourism development investments and business opportunities that may hold considerable potential to support expanded business, employment and wealth creation. These conceptual opportunities need to be further researched and scoped before resources can be accessed for implementation. Concepts to be investigated and further scoped include:

- Regional tourism business development data surveys and statistical visitor tracking
- Feasibility study of a new tourism products co-operative
- Development of the knowledge-base and marketing and resources planning required for the growth of Dawson City Events and Conferences tourism
- Winter tourism growth opportunities plan and pilot activities
- SWOT analysis of winter community residency issues

Timeline:	2 months. April 2014 to May 2014.
Partners:	Klondike Visitors Association, Tr'ondëk Hwëch'in, community NGOs, businesses and residents.
Outcomes:	Well considered and clearly defined future visitor industry investments.
Methodology:	Contract out to qualified consultant(s)
Budget:	\$7,000
Deliverables:	Plans and work scopes for future tourism opportunity research and development activities.

3.7 Annual Strategic Review

Assess the performance of the 2014-15 work program to determine project successes and failures. Undertake a review of the strategic plan and adjust the 2015-16 work plan as necessary.

Timeline: 1 month. March 2015

Partners: Funding agencies including City of Dawson, Canadian Northern Economic Development Agency and Yukon Government amongst others.

Outcomes: Targeted and effective 2015-16 work plan

Methodology: Contract out to qualified consultant(s)

Budget: \$3,000

Deliverable: Annual review report, assessing the organization and its effectiveness, plus work plan for 2015-16.

3.8 Project Management and Administration

KDO endeavors to remain a lean and efficient organization, allocating only minimal expenses to administration. However some annual tasks do require resources, including:

- The management of funding applications and preparation of financial and activity reports and other required deliverables in the contribution agreements, being completed and submitted on-time with a high standard of professionalism
- An annual Review Engagement by a professional accounting firma
- Bookkeeping
- Preparation and submission of all regulatory reporting.

Timeline: 12 months. April 2014 to March 2015.

Outcomes: Meeting all reporting, financial and other regulatory obligations.

Methodology: Contract out to qualified consultant(s) and contractors.

Budget: \$5,000

Deliverables: All required interim and final reporting and audited financial statement.

3.9 Community Expertise and Capacity Support

Effective community economic development activities are inherently dependent upon the availability of the best possible local knowledge, expertise and access to community networks and relationships. The KDO Board of Directors will play an active and time-intensive role in all of the projects above, providing essential management capacity, guidance and assistance in achieving the project objectives.

4. 2014-15 Budget Summary

EXPENSES		
Enterprise and Investment Facilitation Service	16,000	20%
Partnership Fora	20,000	25%
Enterprise Support Tools	4,500	6%
Community Engagement	4,500	6%
Community Marketing – Labour Market Development	9,000	11%
Tourism Development – Opportunity Scoping & Research	7,000	9%
Annual Strategic Review	3,000	4%
Project Management and Administration	6,000	7%
Community Expertise and Capacity Support (In-Kind)	10,000	12%
Total	\$80,000	
REVENUES		
Klondike Development Organization (In-Kind)	\$10,000	12%
City of Dawson	\$35,000	44%
Government of Yukon Regional Economic Development	\$35,000	44%
Total	\$80,000	

