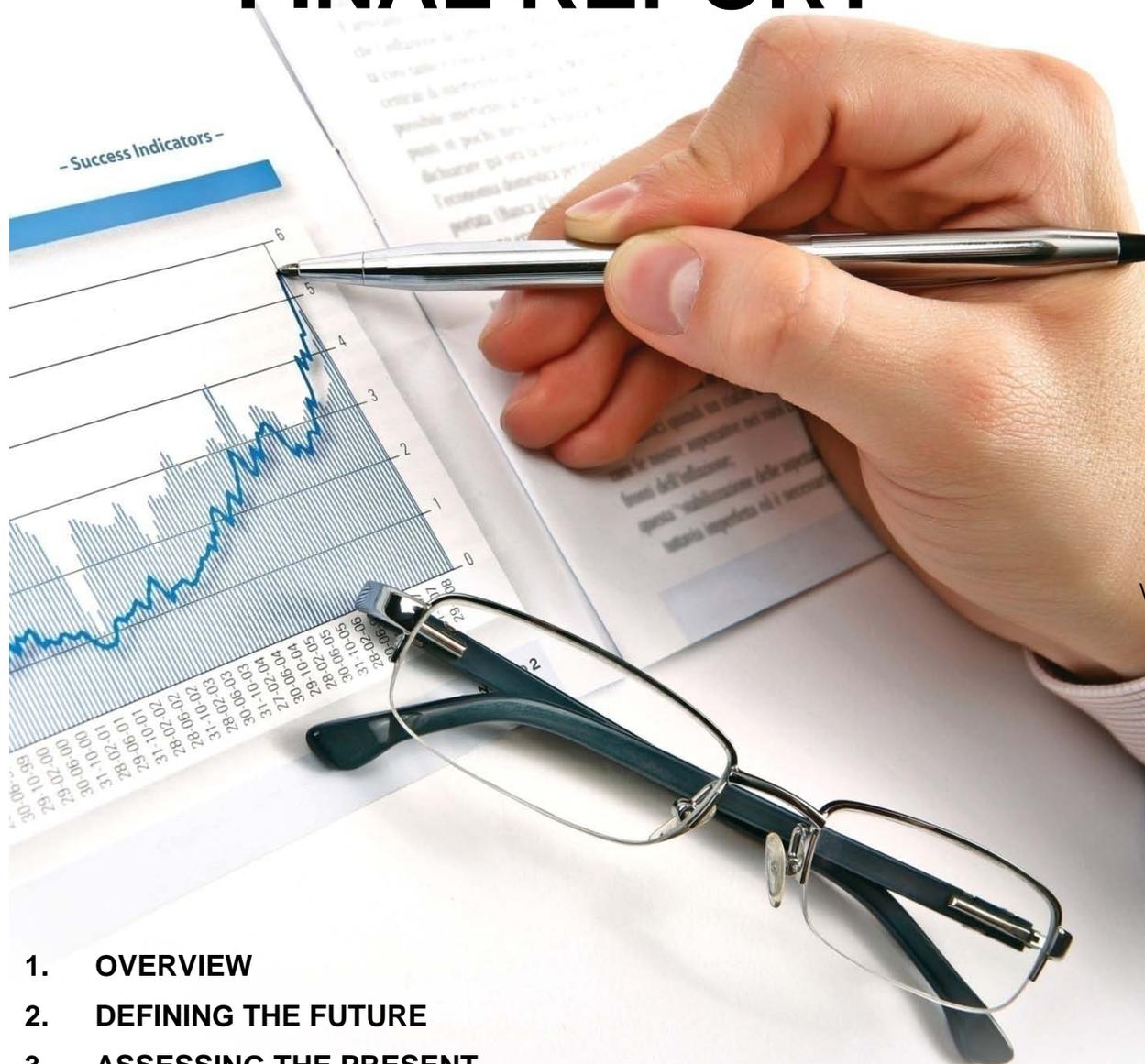


# CITY of WHITEHORSE ECONOMIC DEVELOPMENT CHARETTE FINAL REPORT



1. OVERVIEW
2. DEFINING THE FUTURE
3. ASSESSING THE PRESENT
4. DEVELOPING STRATEGIES
5. TAKING NEXT STEPS

September 30, 2009

## Executive Summary

The City of Whitehorse is strategic in their approach to enhancing the economic welfare of the community. Council, staff and forty-three invited guests participated in a facilitated workshop to define **priorities** for the City's economic development efforts and determine **success indicators** to monitor progress as these priorities begin to be actioned in 2009/10. The workshop, defined as a Charette, is simply a collaborative session in which a group of designers drafts a solution to a problem.

The workshop involved **defining the future** by describing what success would look like. Once the ideal state was defined, participants **assessed the present** conditions identifying current issues and opportunities impacting Whitehorse and its economy. The next portion of the workshop was spent on exploring these topics and **developing response strategies**. Finally, participants outlined **next steps** that the City should take to follow up on workshop outcomes.

The scope of the discussion involved **Economic Sectors** that capture key economic activities (manufacturing, tourism, retail, resources, services, agriculture, knowledge, technology and government) *and* **Economic Factors** (labour, access, transportation, capital, energy, environment and community image & culture) that affect the local economy. These elements formed the basis for an **Economic Score Card**.

An **Economic Climate Assessment** was developed to determine what areas of Whitehorse's economy are working well. This assessment simply locates areas for attention at the time of the Charette and should be undertaken annually.

Eighteen **strategic topics** were shortlisted during the Charette. Nurturing innovation, reducing red tape, providing quality customer service, improved parking, a vibrant downtown, affordable housing, branding, civic energy strategy, First Nations relations, 'Cold Climate Centre' and the 'Wilderness City' concept were among the topics fully explored during the workshop. An **Economic Development Strategic Work Program** outlining implementation options and actions for eleven topics has been drafted for City Council's consideration.

Strategic planning is an ongoing process. Participants suggested the economic development strategies and the balance of the strategic topics be the focal point for an **Economic Development Action Session** after the City has realized progress on the action items.

### Contact for Further Information:

**Robert Fendrick, B.Comm., MPA, CGA**

**Director of Administrative Services**

**City of Whitehorse**

**2121 2<sup>nd</sup>. Ave.**

**Whitehorse, Yukon Y1A 1C2**

**Bus: (867) 668-8612**

**Fax: (867) 668-8635**

**Cell: (867) 334-2122**

**[robert.fendrick@whitehorse.ca](mailto:robert.fendrick@whitehorse.ca)**

# 1 Overview

The staff and elected officials of the City of Whitehorse along with forty-three invited guests participated in a workshop facilitated by Gordon McIntosh of the Local Government Leadership Institute to determine **success indicators** to monitor economic development efforts and establish **strategic priorities** for attention by the City during the 2009/10 period.

## 1.1 Process

The workshop process involved three stages that also establish the structure of this report:

- **Defining The Future** – describing the successful outcomes for economic development efforts (section 2)
- **Assessing The Present** – identifying current issues and opportunities to establish a short list of key topics for attention (section 3)
- **Developing Strategies** – developing possibilities to respond to the strategic topics identified at the workshop (section 4)
- **Taking Next Steps** – determining next steps for the City to take action on the strategic topics and to follow up on the workshop outcomes (section 5)

The key stand alone documents to be used for implementation of the workshop outcomes are:

- **Economic Development Score Card** (Appendix 1)
- **Economic Development Strategic Work Program** (Appendix 3)

## 1.2 Definitions

**Economic development** is defined as:

- **Business Retention** – to help ‘existing’ businesses survive through networking, training, reliable infrastructure, educated labour, reduced red tape, incentives, marketing efforts and favorable taxes
- **Business Expansion** – to assist ‘existing’ businesses to grow through skilled labour, networking, innovation support, training, access to capital, favorable taxes, product marketing and business opportunity matchmaking, positive climate and public support
- **Business Attraction** - to facilitate ‘new’ business location in the community through information access, favorable taxes, business friendly climate, quality of life, educated labour, promotional efforts, positive climate, needed infrastructure and strategic marketing

The fundamental roles for local government in community economic development include:

- **Laissez Faire** – local government inherently impacts businesses through land use planning, infrastructure, municipal services, purchasing, partnerships, amenities, tax rates, regulations, and public communication
- **Catalyst** – coordination of community efforts among multiple players through regulations, land use zoning, senior government liaison, communication systems, networking opportunities, strategic planning, grants in aid, and taxation levels
- **Direct** – active development and provision of economic development activities such as industrial park ownership, tax incentives, community marketing, business support services, information systems, inventories, business opportunity matchmaking

### 1.3 Strategic Scope

A strategic examination of community economic development involves **Economic Sectors** that capture key economic activities and **Economic Factors** that affect the local economy.

#### FOCUS AREAS

Factors	Sectors
<ul style="list-style-type: none"> <li>• (F1) Labour – <i>people &amp; skills</i></li> <li>• (F2) Market Access - <i>proximity</i></li> <li>• (F3) Transportation – <i>multi-modal</i></li> <li>• (F4) Location – <i>land &amp; buildings</i></li> <li>• (F5) Investment Capital - <i>access</i></li> <li>• (F6) Government - <i>regulations &amp; taxes</i></li> <li>• (F7) Community – <i>image &amp; quality of life</i></li> <li>• (F8) Energy – <i>cost</i></li> <li>• (F9) Innovation</li> <li>• (F10) Community Culture - <i>spirit</i></li> <li>• (F11) Environment – <i>sustainability</i></li> </ul>	<ul style="list-style-type: none"> <li>• (S1) Manufacturing - <i>production</i></li> <li>• (S2) Tourism – <i>visitor services</i></li> <li>• (S3) Retail – <i>staples &amp; discretionary</i></li> <li>• (S4) Services – <i>professional &amp; medical</i></li> <li>• (S5) Resources – <i>extraction &amp; processing</i></li> <li>• (S6) Agriculture – <i>production &amp; processing</i></li> <li>• (S7) Knowledge – <i>education</i></li> <li>• (S8) Technology – <i>green opportunities</i></li> <li>• (S9) Government – <i>3 levels</i></li> </ul>

### 1.4 Next Steps

The next steps identified at the workshop were:

1. Review of **Economic Development Charette Report** by City Council
2. Distribute **EDS Charette Report** to participants for their information
3. Provide **regular public information** on the City’s economic development activities
4. Conduct a **follow-up session** to update strategies and develop action plans for 2010

### 1.5 Recommendations

Recommendation #1 - **That Council adopts the Economic Development Charette Report.** *This document will guide the development of the economic development priorities of the City. It should be sent to all session participants. An executive summary has been developed with key action items for public communication.*

Recommendation #2 - **That Council requests the City Manager to update Council semi-annually on the Economic Development Strategies Work Program.** *The intent of the work program at this time is to focus on strategies that the City can do within its resources and mandate. A semi-annual update should be provided to the public.*

Recommendation #3 - **That Council requests the City Manager to organize an Economic Strategic Action Session by March, 2010.** *The session would focus on further development of the Economic Development Strategy which would include defined outcomes, specific actions and clear roles for implementing strategies over the next 1 to 3 years. Relevant stakeholders could be invited to participate in focus groups established for specific strategic topics.*

## 2 Defining The Future

Defining the future focuses on the output component of the systems model (see below) in terms of success indicators (this section). Success indicators establish a framework to assess the present situation using inputs such as external issues and opportunities as well as organizational strengths and weaknesses (section 3). Deliberate strategies can then be established and action taken to transform the strategic topics into the desired results or outputs (section 4). The success indicators are subsequently used to seek feedback and make adjustments as required to maximize effectiveness.

### SYSTEMS MODEL

**PRESENT**  
Inputs

**FUTURE**  
Outputs

**ACTION**  
Transformation

**ADJUSTMENT**  
Feedback

### 2.1 Success Indicators

The workshop participants developed a preliminary list of success indicators to guide and assess the economic development activities in terms of the two focus areas - Economic Factors and Economic Sectors

*Suggestion: These success indicators require more discussion to refine the criteria and develop a practical Economic Development Score Card (Appendix 1). Suggested next steps are:*

- *Refine the success indicator content for each sector and factor*
- *Identify criteria to measure or observe each success indicator*
- *Short list the top ten success indicators for both sectors and factors*
- *Decide on tools and methods to monitor the success indicators annually*

### 3 Assessing The Present

The strategic planning process involves taking steps to narrow the gap between the desired future and the present situation. The key elements to include in a strategic assessment are *What Works Well* – factors that ought to be strengthened and *Areas for Attention* – factors that ought to be addressed.

The Workshop participants identified strengths and weaknesses, opportunities and threats of and for economic development efforts. Assigned focus area groups brainstormed items and then determined the key strategic topics for attention, based on the following criteria:

- **City mandate** – within the City’s jurisdiction or where the City can influence others
- **Existing effort** – someone is working on it already
- **Reasonable cost** – can be done within current budget
- **Available funding** – resources seem readily available
- **Current capacity** – knowledge and time to do it
- **Enabling legislation** – permissive
- **Doable timeline** – progress or results may be seen within 6-12 months
- **Political will** – is not controversial
- **Measurable** – can be monitored for progress and results
- **Community will** – public would be supportive
- **Strategic linkage** – connected to other city plans and goals

The Economic Climate Assessment is found in Appendix 2. The short listed Strategic Topics for discussion during the Charette included:

#### STRATEGIC TOPICS

FACTORS	SECTORS
<ol style="list-style-type: none"> <li>1. <b>Affordable housing</b></li> <li>2. By-law enforcement - clean community</li> <li>3. Community clean-up</li> <li>4. <b>Energy Conservation</b> strategy</li> <li>5. Provide <b>Downtown public amenities</b></li> <li>6. Downtown beautification</li> <li>7. Higher density downtown</li> <li>8. <b>Trail system</b> implementation</li> <li>9. <b>Integrated image</b> branding</li> <li>10. <b>First Nations</b> engagement</li> </ol>	<ol style="list-style-type: none"> <li>1. Park’n’Ride</li> <li>2. Support micro business</li> <li>3. <b>Innovation trade fair</b></li> <li>4. Reduce red tape</li> <li>5. <b>Improved walking/cycling</b></li> <li>6. <b>Customer service culture</b></li> <li>7. <b>Businesses to use apprentices</b></li> <li>8. Advance ‘<b>Cold Climate</b>’</li> </ol>

**Bold type** = topics for discussion at the session

*Suggestion: This assessment simply locates areas for attention at the time of the Charette. An assessment using Economic Development Score Card should be done on an annual basis.*

## 4 Developing Strategies

The Solution Seeking Model was used to explore each of the strategic topics. Available and relevant information was discussed to identify possible questions to arrive at an **essential question** to guide the next step. Before jumping to solutions, we needed to describe desired outcomes and **key result** if we answered the essential question successfully. The third step explored possible ways to achieve the key result by evaluating response options to arrive at a **preferred option** for short term implementation. Finally, an **action plan** identifies necessary resources, timelines and responsibilities to implement the preferred option.

### SOLUTION SEEKING CHART FOR STRATEGIC TOPICS

PROBLEM DEFINED (Related Issues & Key Question)	DESIRED OUTCOMES (Key Result if problem is addressed)	OPTIONS & ACTION (Ways to achieve key result)
		<p><b>OPTIONS</b></p> <p>1. _____</p> <p>2. _____</p> <p>3. _____</p> <p><b>ACTION</b></p> <p>1. _____</p> <p>2. _____</p> <p>3. _____</p>

The workshop participants discussed most of the strategic topics (see Columns 1 & 2 – Appendix 3, Pages 15 to 18). A City staff group met the following day to further develop potential action plans for short term implementation of each strategic topic by the City over the next 6 to 12 months (See column 3 – Appendix 3, Pages 15 to 18). City Council reviewed the emerging eleven strategies and the staff-generated action plans for implementation consideration.

### ECONOMIC DEVELOPMENT STRATEGIES

- |   |
|---|
| <ol style="list-style-type: none"> <li>1. <b>Innovation</b> – host trade fair</li> <li>2. <b>Apprentices</b> – City bid criteria</li> <li>3. <b>Customer Service</b> - City standards</li> <li>4. <b>Improved Parking</b> – policies &amp; spaces</li> <li>5. <b>Downtown Enhancement</b> – public amenities list</li> <li>6. <b>Affordable Housing</b> – City policies review</li> <li>7. <b>Integrated Image</b> – host stakeholder forum</li> <li>8. Support <b>Cold Climate Centre</b> proposal</li> <li>9. <b>Energy Conservation</b> - City practices</li> <li>10. <b>First Nations</b> – Complete protocol agreement</li> <li>11. <b>Trail System</b> – Construction plan</li> </ol> |
|---|

*Suggestion: It is suggested that Council adopt the Economic Development Strategic Work Program as a working document to guide the City’s economic development efforts and future economic development strategic planning and; that the economic development strategies and balance of strategic topics be the focal point for an Economic Development Action Session after the City has realized some progress on the above items.*

## 5 Taking Next Steps

The group discussed next steps required to follow-up on the session.

1. **Charette Report** – ensure participants are kept informed
  - Council to review report to endorse general directions and next steps
  - Send report to participants
  - Distribute executive summary to public
  
2. **Strategic Action Workshop** – to develop next steps for action and partnerships
  - Determine stakeholders required to discuss strategic topics
  - Conduct session to:
    - Complete development of the Economic Development Checklist
    - Explore strategic topics not discussed at the Summit
    - Develop potential action plans for strategic action items
    - Develop criteria to set priorities for attention
    - Confirm roles & responsibilities for implementation of priorities

Strategic planning is an ongoing process and it was identified that an annual Economic Development Charette should be organized to bring together the various stakeholders to:

- Share information on who is doing what
- Evaluate progress using the Economic Climate Score Card
- Identify strategic topics facing the community
- Discuss ways to collaborate and address strategic topics

## **Appendices**

1. Economic Development Score Card  
Factors – page 10  
Sectors – page 11
2. Economic Climate Assessment  
pages 12- 14
3. Economic Development Strategic Work Program  
pages 15 - 18

## Economic Development Score Card

<b>FACTORS / Success Indicators</b>	
<b>F1. INNOVATION</b> <ul style="list-style-type: none"> <li>- Pilot projects to find innovative solutions</li> <li>- Risk taking support &amp; tools</li> <li>- Consultation forums - public &amp; industry</li> <li>- Funding available for entrepreneurship</li> <li>- Focal point for intellectual capital</li> </ul>	<b>F6. INVESTMENT CAPITAL</b> <ul style="list-style-type: none"> <li>- Public/private partnerships</li> <li>- Sense of stability</li> <li>- Effective matchmaking</li> <li>- Inventory of investment opportunities</li> <li>- Global interest in community</li> </ul>
<b>F2. LABOUR</b> <ul style="list-style-type: none"> <li>- Availability of affordable accommodation</li> <li>- Quality of life to attract people/families</li> <li>- Progressive community image</li> <li>- Higher education options</li> <li>- Reasonable cost of living</li> </ul>	<b>F7. GOVERNMENT ACTIONS</b> <ul style="list-style-type: none"> <li>- User friendly access</li> <li>- Competitive tax rates</li> <li>- Cost effective services</li> <li>- Political stability</li> <li>- Intergovernmental cooperation</li> </ul>
<b>F3. MARKET ACCESS</b> <ul style="list-style-type: none"> <li>- Recognized branding</li> <li>- Collaborative government/private efforts</li> <li>- Easy access to business related info</li> <li>- Shop local market</li> <li>- Right services for the right population</li> </ul>	<b>F8. COMMUNITY AMENITIES</b> <ul style="list-style-type: none"> <li>- Social safety net for all</li> <li>- Well maintained and clean community</li> <li>- Orderly growth &amp; development</li> <li>- Recreational, cultural &amp; education facilities</li> <li>- Variety of eating &amp; shopping options</li> </ul>
<b>F4. TRANSPORTATION</b> <ul style="list-style-type: none"> <li>- Quality road system</li> <li>- Frequent air services</li> <li>- Easy local multi-modal transportation</li> <li>- Good rail service</li> <li>- Efficient transit</li> </ul>	<b>F9. ENERGY</b> <ul style="list-style-type: none"> <li>- Alternate sources</li> <li>- Attention to conservation</li> <li>- Progressive energy policies and incentives</li> <li>- Need more education</li> <li>- Attract cold climate technology experts</li> </ul>
<b>F5. LOCATION</b> <ul style="list-style-type: none"> <li>- Quality of communications/Internet</li> <li>- Sensitive regulatory environment</li> <li>- Availability of commercial space/land</li> <li>- Gateway community</li> <li>- Maintaining 'Wilderness City' image</li> </ul>	<b>F10. COMMUNITY CULTURE</b> <ul style="list-style-type: none"> <li>- Diverse recreation &amp; culture facilities</li> <li>- Vibrant downtown core</li> <li>- Community involvement in events</li> <li>- First Nation engagement</li> <li>- Avid community pride</li> </ul>
	<b>F11. ENVIRONMENT</b> <ul style="list-style-type: none"> <li>- Green building standards &amp; incentives</li> <li>- Measure by way of benchmarks</li> <li>- City leading by example</li> <li>- Prepare for changing technology</li> <li>- Green services e.g. public transit, bicycle paths</li> </ul>

# Economic Development Score Card

<b>SECTORS / Success Indicators</b>	
<b>1. MANUFACTURING</b> <ul style="list-style-type: none"> <li>- Local raw materials for ‘niche’ markets</li> <li>- Not just shipping out raw materials</li> <li>- ‘Yukon brand’ manufactured products</li> <li>- Accommodating infrastructure &amp; legislation</li> </ul>	<b>6. AGRICULTURE</b> <ul style="list-style-type: none"> <li>- Institutionalized certified processing</li> <li>- Land availability – not in City</li> <li>- Permanent farmer’s market location</li> <li>- Holistic approach to agriculture</li> <li>- Education/training of food production</li> </ul>
<b>2. TOURISM</b> <ul style="list-style-type: none"> <li>- Year-round tourism</li> <li>- Diversification of tourism product</li> <li>- Promote vibrancy in downtown after 6PM</li> <li>- Promote conventions and events</li> <li>- Partnerships with First Nations</li> </ul>	<b>7. KNOWLEDGE</b> <ul style="list-style-type: none"> <li>- Educational opportunities</li> <li>- Proactive First Nations education</li> <li>- Distance learning</li> <li>- Northern knowledge</li> </ul>
<b>3. RETAIL</b> <ul style="list-style-type: none"> <li>- Vibrant diversified downtown</li> <li>- Shop local awareness</li> <li>- Quality customer service</li> <li>- Retail hub for north</li> <li>- Competitive marketplace</li> </ul>	<b>1. TRANSPORTATION</b> <ul style="list-style-type: none"> <li>- Alaska Highway potential</li> <li>- Airport expansion to make global links</li> <li>- Rail – support potential connections to BC &amp; Alaska</li> </ul>
<b>4. SERVICES</b> <ul style="list-style-type: none"> <li>- Determine critical market needs</li> <li>- Availability of medical services</li> <li>- Broad range of services</li> <li>- Quality services</li> <li>- Competitive prices</li> </ul>	<b>9. ENERGY</b> <ul style="list-style-type: none"> <li>- Develop alternate fuel sources</li> <li>- Export energy</li> </ul>
<b>5. RESOURCES</b> <ul style="list-style-type: none"> <li>- Mining opportunities</li> <li>- Quality water supply</li> <li>- Forestry opportunities</li> </ul>	<b>10. GOVERNMENT</b> <ul style="list-style-type: none"> <li>- City employment opportunities</li> <li>- First Nations employment opportunities</li> <li>- YTG employment opportunities</li> </ul>
	<b>11. TECHNOLOGY</b> <ul style="list-style-type: none"> <li>- Cold climate research institute</li> <li>- Access high speed Internet</li> </ul>

# Economic Climate Assessment

What Works Well	Areas for Attention
<b>F1. Innovation</b> <ul style="list-style-type: none"> <li>• Consultation process with the public</li> <li>• Funding sources</li> <li>• Intellectual capital – educated population</li> <li>• Commitment to try to diversify business</li> <li>• District heating study, etc.</li> </ul>	<ul style="list-style-type: none"> <li>• Examples of innovative projects/ideas/solutions</li> <li>• Business diversity clustering and collaboration</li> <li>• Reconcile different environmental interests</li> <li>• Focal point for intellectual capital – ‘think tank’</li> <li>• Encourage risk and a willingness for risk</li> <li>• Support winners (innovative people)</li> </ul>
<b>F2. Labour</b> <ul style="list-style-type: none"> <li>• Recreation – access &amp; amenities</li> <li>• Education levels</li> <li>• Economic stability</li> <li>• Range of labour types</li> </ul>	<ul style="list-style-type: none"> <li>• Maintaining/improving quality of life</li> <li>• Accommodation</li> <li>• Cost of living</li> <li>• Marketing Whitehorse as progressive community</li> <li>• Higher education options</li> <li>• Labour market – people with skills</li> </ul>
<b>F3. Market Access</b> <ul style="list-style-type: none"> <li>• Built in branding</li> <li>• Collaboration government/private sector</li> <li>• Solid infrastructure in place</li> <li>• Unique/innovative by nature</li> <li>• Strong local market</li> </ul>	<ul style="list-style-type: none"> <li>• Competitiveness (this is a small market)</li> <li>• Diversity of providers</li> <li>• Growing of local market (small local population)</li> <li>• Infrastructure (faster, cheaper, more reliable)</li> <li>• Single user friendly web portal for information</li> <li>• Distance to markets (external)</li> <li>• Cross-sector branding</li> </ul>
<b>F4. Transportation</b> <ul style="list-style-type: none"> <li>• 2+ airlines &amp; summer flights</li> <li>• Safe, reliable road infrastructure</li> <li>• Good rubber tire route</li> <li>• Subsidized by government</li> <li>• Trail networks &amp; bike lanes</li> <li>• Airport investment (infrastructure)</li> </ul>	<ul style="list-style-type: none"> <li>• Effective marketing internationally/domestic</li> <li>• Traffic flow: design, planning, education</li> <li>• Transit: matching type to ridership numbers</li> <li>• Signage</li> <li>• Highway bus routes – expand to north</li> <li>• Railway connection to tidewater or south</li> <li>• Green all transportation options – trucks/airlines</li> <li>• Downtown parking (or incentives for walking)</li> </ul>
<b>F5. Location</b> <ul style="list-style-type: none"> <li>• Capital city, have all orders of government</li> <li>• International airport</li> <li>• Proximity to nature</li> <li>• Alaska Highway with traffic (decent levels)</li> <li>• Proximity to ports</li> </ul>	<ul style="list-style-type: none"> <li>• Connectivity - Internet is not consistent</li> <li>• Grid restriction (isolation from rest of Canada)</li> <li>• Timely access to information</li> <li>• Accessible &amp; affordable housing</li> <li>• Highest inflation rates in Canada</li> <li>• Legal regulations re: private property rights</li> <li>• Availability of affordable commercial spaces</li> </ul>
<b>F6. Investment Capital</b> <ul style="list-style-type: none"> <li>• First Nations capital/partnerships</li> <li>• Government funding (surety)</li> <li>• Low current interest rates</li> <li>• BDC &amp; non-traditional funding sources</li> <li>• Government provides stability</li> </ul>	<ul style="list-style-type: none"> <li>• Joint Ventures</li> <li>• Government barriers</li> <li>• Expediting process</li> <li>• Chartered banks too conservative</li> <li>• Communication</li> </ul>

What Works Well	Areas for Attention
<b>F7. Government Actions</b> <ul style="list-style-type: none"> <li>• Good services</li> <li>• Willingness to help</li> <li>• Accessibility</li> </ul>	<ul style="list-style-type: none"> <li>• Beautification of city</li> <li>• Holistic vision of what attracts people to town</li> <li>• Working with First Nations</li> <li>• Better job of ‘flag waving’ re: quality of life</li> <li>• Government wages vs. businesses</li> </ul>
<b>F8. Community Amenities</b> <ul style="list-style-type: none"> <li>• Social safety net – mental health addictions</li> <li>• Recreation – organization and facilities</li> <li>• Cross generational services</li> <li>• Arts and culture opportunities and facilities</li> <li>• Attractive well planned city</li> <li>• Good first impression - Gateway</li> </ul>	<ul style="list-style-type: none"> <li>• Cleanliness</li> <li>• Improved bus service</li> </ul>
<b>F9. Energy</b> <ul style="list-style-type: none"> <li>• Availability of hydro power</li> <li>• Electrical grid (distribution/transmission)</li> <li>• Awareness of energy conservation</li> </ul>	<ul style="list-style-type: none"> <li>• Business community efforts (e.g., open coolers)</li> <li>• Investment in research for alternate energy</li> <li>• Forward thinking policies and incentives</li> <li>• Incentives/education to reduce consumption</li> </ul>
<b>F10. Community Culture</b> <ul style="list-style-type: none"> <li>• Safe streets</li> <li>• Festivals (from Market to Quest)</li> <li>• Small town friendliness</li> <li>• Volunteerism</li> <li>• Good youth engagement</li> </ul>	<ul style="list-style-type: none"> <li>• Increase engagement of business community</li> <li>• Library bigger role in tourism (computer access)</li> <li>• Innovative involvement of youth</li> <li>• First Nation engagement</li> </ul>
<b>F11. Environment</b> <i>Not developed</i>	<i>Not developed</i>
<b>S1. Manufacturing</b> <i>Not developed</i>	<i>Not developed</i>
<b>S2. Tourism</b> <i>Not developed</i>	<i>Not developed</i>
<b>S3. Retail</b> <ul style="list-style-type: none"> <li>• Competitive prices</li> <li>• Government purchases locally</li> </ul>	<ul style="list-style-type: none"> <li>• Customer friendly services</li> <li>• Northern retail hub</li> <li>• Alternative/backup in communications</li> </ul>
<b>S4. Services</b> <ul style="list-style-type: none"> <li>• Availability of medical services</li> <li>• Good range of services</li> </ul>	<ul style="list-style-type: none"> <li>• Low # of professionals &amp; specialists</li> <li>• Lack of trades/over-priced for under-qualified</li> <li>• Promoting outside territory</li> </ul>
<b>S5. Resources</b> <i>Not developed</i>	<i>Not developed</i>
<b>S6. Agriculture</b> <ul style="list-style-type: none"> <li>• Farmer’s market</li> <li>• Demand for local produce</li> <li>• Yukon brand</li> <li>• Demand for organic produce</li> </ul>	<ul style="list-style-type: none"> <li>• Poultry/meat processing</li> <li>• Land for community gardens (Versluc)</li> <li>• Permanent indoor location for farmer’s market</li> <li>• Land availability for agriculture</li> <li>• Partnerships for local food productions</li> <li>• Holistic approach to agriculture</li> <li>• Institutionalized inspections to sell local food.</li> </ul>

What Works Well	Areas for Attention
<b>S7. Knowledge</b> <ul style="list-style-type: none"> <li>• School system - good access</li> <li>• College – subsidies for secondary education</li> <li>• Arts program in Yukon College</li> <li>• Trades education</li> </ul>	<ul style="list-style-type: none"> <li>• Retain educated children</li> <li>• First Nations stay in school and trades</li> <li>•</li> </ul>
<b>S8. Technology</b> <ul style="list-style-type: none"> <li>• Cold climate research institute</li> </ul>	<ul style="list-style-type: none"> <li>• Cell phone coverage</li> <li>• Internet and phone surety</li> <li>• Technology professionals</li> <li>• Limited band width</li> </ul>
<b>S9. Transportation</b> <ul style="list-style-type: none"> <li>• Alaska highway/road network</li> <li>• Airport – expansion/global links</li> <li>• Local transit/short commutes</li> <li>• Service providers for transportation connections</li> <li>• Access to sea ports</li> </ul>	<ul style="list-style-type: none"> <li>• Couriers services</li> <li>• Data communications</li> <li>• Rail (lack of)</li> <li>• Port capacity</li> <li>• Border policy</li> <li>• Improving intra- city connections</li> </ul>
<b>S10. Energy</b> <ul style="list-style-type: none"> <li>• Moving to cleaner energy</li> <li>• Expansive grid (hydro)</li> <li>• Reasonable cost</li> <li>• Government rebates</li> <li>• Long term future (renewable)</li> <li>• Expertise base (local)</li> <li>• Self sustaining (own grid)</li> </ul>	<ul style="list-style-type: none"> <li>• Reliability (consistency)</li> <li>• Yukon/FN integrated approach (partnerships)</li> <li>• Pay real cost (transparency)</li> <li>• Rate structure review (demand cost)</li> <li>• Alternative fuel sources</li> <li>• Promote conservation</li> <li>• Sustainability, become centre of excellence</li> <li>• Export/import energy</li> <li>• Maintenance and integrity</li> <li>• Transparency of real cost</li> <li>• How to convert home heating</li> <li>• How to tap into a northern gas pipeline</li> <li>• Privatization of grid (needs to be analyzed)</li> </ul>
<b>S11. Government</b> <ul style="list-style-type: none"> <li>• Transfer payments (\$1B)</li> <li>• Access to ministers and politicians</li> <li>• Access to government administration</li> <li>• Self-governing First Nations</li> </ul>	<ul style="list-style-type: none"> <li>• Communication/relationship with First Nations</li> <li>• Collaboration between governments</li> <li>• Performance criteria/consequences</li> </ul>

# Economic Development Strategic Work Program

**Bold = Next Steps, Red = City Proponent**

TOPIC / DESIRED OUTCOMES	OPTIONS (* PREFERRED)	ACTION (to achieve key result)
<b>1. NURTURE INNOVATION</b> <ul style="list-style-type: none"> <li>Attracting new businesses</li> <li>New solutions to old problems</li> <li>Private sector in public decisions</li> <li><b>Changing mindset</b></li> </ul>	<ol style="list-style-type: none"> <li><b>City, YG, and partners</b></li> <li><b>City</b></li> <li>Business Community</li> </ol> <hr/> <ul style="list-style-type: none"> <li><b>Innovation Trade fair</b></li> <li>Innovation fund</li> <li>Entrepreneurial courses</li> </ul>	<ol style="list-style-type: none"> <li><b>Identify Partners – October 2009</b></li> <li>Plan event (Committee) – October 2009</li> <li><b>Request Funding (Council) - November 2009</b></li> <li>Host event ( Committee) - 2010</li> </ol>
<b>2. REDUCE RED TAPE</b> <ul style="list-style-type: none"> <li><b>Business Friendly</b></li> <li>Easy access</li> <li>Quality services</li> </ul>	<ol style="list-style-type: none"> <li><b>City</b></li> </ol> <hr/> <ul style="list-style-type: none"> <li><b>Promote BizPal</b></li> <li>Review Development process</li> </ul>	<ol style="list-style-type: none"> <li><b>Review current system – November 2009</b></li> <li><b>Address issues &amp; gaps (IT) – January 2010</b></li> </ol>
<b>1. SERVICE CULTURE</b> <ul style="list-style-type: none"> <li>Quality services</li> <li>Consistent approach</li> <li>User friendly</li> <li><b>City Services</b></li> </ul>	<ol style="list-style-type: none"> <li><b>City</b></li> </ol> <hr/> <ul style="list-style-type: none"> <li>Customer Service Training</li> <li><b>Service Standards</b></li> <li>Service Recognition</li> </ul>	<ol style="list-style-type: none"> <li><b>Review Best Practices – October 2009</b></li> <li>Develop standards – December 2009</li> <li>Implement pilot internal program – May 2010</li> </ol>
<b>4. IMPROVED PARKING</b> <ul style="list-style-type: none"> <li>Reduced demand / increase supply</li> <li>Patron friendly parking</li> <li>'Greener' forms of transport</li> <li>lack of 'all day' for employees</li> <li>Employees taking patron parking</li> <li>Parking meters are a problem</li> <li>Size of vehicles in lots</li> </ul>	<ol style="list-style-type: none"> <li><b>City &amp; Partners</b></li> <li><b>City</b></li> <li>Private Sector</li> </ol> <hr/> <ul style="list-style-type: none"> <li>Build parkade</li> <li>Park and ride program</li> <li><b>'cycle/pedestrian' linkage</b></li> <li><b>Regulations</b></li> </ul>	<ol style="list-style-type: none"> <li><b>Parking rules for scooters and bikes – October 2009</b></li> <li>Identify new spaces – March 2010</li> <li>Complete trail network – May 2010</li> </ol>

TOPIC / DESIRED OUTCOMES	OPTIONS (* PREFERRED)	ACTION (to achieve key result)
<p><b>5. VIBRANT DOWNTOWN</b></p> <ul style="list-style-type: none"> <li>• Tourism destination</li> <li>• Community pride</li> <li>• Beautification projects</li> <li>• <b>Public Amenities</b></li> <li>• Re-orient attention to Yukon River</li> <li>• Arts and culture on waterfront</li> <li>• People walking downtown</li> <li>• Night time activity</li> </ul>	<p><b>1. City &amp; Partners*</b> <b>2. City</b></p> <hr/> <ul style="list-style-type: none"> <li>• Public washrooms</li> <li>• Public art</li> <li>• Farmers market</li> <li>• Way-finding signage</li> <li>• <b>Civic project list</b></li> <li>• Residential development downtown</li> <li>• Tourism kiosk for day products</li> <li>• Pedestrian/ bike bridge across river</li> </ul>	<p><b>1. Identify list of amenities (Planning Department) – March 2010</b></p> <p><b>2. Cost estimates (Eng./Plan./P&amp; R) – June 2010</b></p> <p><b>3. Budget Priorities (Council) – October 2010</b></p> <p><b>4. Find Partnerships/funding – December 2010</b></p> <p><b>5. Wharf project (YG)</b></p>
<p><b>6. AFFORDABLE HOUSING</b></p> <ul style="list-style-type: none"> <li>• Supply of quality rental units</li> <li>• <b>Accessible housing stock</b></li> <li>• Seniors housing (non-government)</li> <li>• Assisted housing</li> <li>• Lack of private development</li> <li>• Competitive rental rates</li> <li>• Moderate vacancy rate</li> <li>• Improved quality of rental housing</li> <li>• Lack of seasonal worker lodging</li> </ul>	<p><b>1. City &amp; Developers</b> <b>2. City</b></p> <p>3. Private sector 4. YG</p> <hr/> <ul style="list-style-type: none"> <li>• Incentives to attract developers</li> <li>• Update <i>Landlord and Tenant Act</i></li> </ul>	<p><b>1. Incorporate policies OCP (Planning) – March 2010</b></p> <p><b>2. Zoning for OCP policy (Plan./Fin.) – August 2010</b></p> <p><b>3. YG Land allocation (Council) - January – March 2010</b></p>
<p><b>7. INTEGRATED BRANDING</b></p> <ul style="list-style-type: none"> <li>• Brand recognition</li> <li>• Has to make a statement</li> <li>• Has to be appealing &amp; simple</li> <li>• What is it meant to do?</li> <li>• Has to reach an audience</li> </ul>	<p><b>1. City &amp; stakeholders</b> 2. Private Sector</p> <hr/> <ul style="list-style-type: none"> <li>• <b>Consultant</b></li> <li>• In-house</li> <li>• Community partners</li> <li>• Common message on all materials</li> </ul>	<p><b>1. Evaluation of existing brand (Tourism) – October 2009</b></p> <p><b>2. Organize branding workshop (Tourism) – January 2010</b></p> <p><b>3. Roll out of Branding (Tourism) – March 2010</b></p>

TOPIC / DESIRED OUTCOMES	OPTIONS (* PREFERRED)	ACTION (to achieve key result)
<p><b>8. COLD CLIMATE CENTRE</b></p> <ul style="list-style-type: none"> <li>● Centre of Excellence</li> <li>● Research &amp; development opportunities</li> </ul>	<p>1. Yukon College</p> <hr/>	<ul style="list-style-type: none"> <li>1. <b>Develop promo DVD (Tourism) December 2009</b></li> <li>2. Link to Sustainability Plan (Sustainability Coordinator) September 2009</li> </ul>
<p><b>2. CIVIC ENERGY STRATEGY</b></p> <ul style="list-style-type: none"> <li>● Climate change impact</li> <li>● Lack of incentive to conserve</li> <li>● <b>City to lead by example</b></li> </ul>	<ul style="list-style-type: none"> <li>1. <b>City</b></li> <li>2. <b>City and Partners</b></li> <li>3. Public</li> </ul> <hr/>	<ul style="list-style-type: none"> <li>1. <b>Bylaw/Education Strategy (Buildings) – October 2009</b></li> <li>2. Leading by example projects (Buildings) – November 2009</li> <li>3. ESC Partnership green policies (Environ.) December 2009</li> </ul>
<p><b>3. FIRST NATIONS RELATIONS</b></p> <ul style="list-style-type: none"> <li>● Compatible education system</li> <li>● <b>Working together</b></li> <li>● Identify common priorities</li> </ul>	<ul style="list-style-type: none"> <li>1. <b>City &amp; First Nations</b></li> <li>2. <b>City</b></li> </ul> <hr/> <ul style="list-style-type: none"> <li>● <b>Tri-lateral discussions</b></li> <li>● Processes in land claims</li> <li>● First Nations advisory committee</li> <li>● Joint economic planning</li> </ul>	<ul style="list-style-type: none"> <li>1. <b>Complete protocol agreement (City Manager) – November</b></li> <li>2. Participate KDFN Sustainability Plan ( Sustainability Coordinator)</li> <li>3. Work OCP Policy/Designations (Planning) - May</li> </ul>
<p><b>4. WILDERNESS CITY</b></p> <ul style="list-style-type: none"> <li>● <b>Trail system</b></li> <li>● High level of services</li> <li>● Have city amenities</li> <li>● Be regional hub</li> <li>● Mix of local/non retail</li> <li>● An outpost in the wilderness</li> <li>● Low volume/high yield</li> <li>● Avoid Fort McMurray syndrome</li> </ul>	<ul style="list-style-type: none"> <li>1. <b>City</b></li> <li>2. <b>City &amp; Partners</b></li> </ul> <hr/> <ul style="list-style-type: none"> <li>● Create a plan</li> <li>● <b>Staged construction - gaps</b></li> <li>● Developer requirements</li> <li>● <b>Special Events</b></li> </ul>	<ul style="list-style-type: none"> <li>1. <b>Budget priority list for 2010 (Parks) – October 2009</b></li> <li>2. Schedule 2010 activities (P&amp; R) - Winter 2009 / 2010</li> </ul>

TOPIC / DESIRED OUTCOMES	OPTIONS (* PREFERRED)	ACTION (to achieve key result)
<b>Longer Term Considerations Follow</b>		
<b>CONVENTIONS &amp; EVENTS</b> <ul style="list-style-type: none"> <li>● Destination marketing fee</li> <li>● 12 month tourism</li> <li>● More media exposure</li> <li>● Both parks for events</li> <li>● Infrastructure to support facility</li> <li>● Marketable products</li> <li>● Five star or brand name hotels</li> <li>● Lots of events year round</li> </ul>	<ol style="list-style-type: none"> <li>1. City &amp; Partners</li> <li>2. City</li> <li>3. Local or External Partners</li> <li>4. YTG</li> </ol> <hr/> <ul style="list-style-type: none"> <li>● Incentives to attract</li> </ul>	<i>For longer term consideration</i>
<b>SHOP LOCAL</b> <ul style="list-style-type: none"> <li>● Stem financial drainage</li> <li>● How to encourage citizens to shop locally</li> <li>● Supply and demand</li> <li>● Residents understanding benefits</li> <li>● Retail needs to be competitive</li> <li>● Locals can provide service</li> </ul>	<ul style="list-style-type: none"> <li>● Buy local campaign</li> <li>● Public education</li> </ul>	<i>For longer term consideration</i>
<b>TRAINING AND DEVELOPMENT</b> <ul style="list-style-type: none"> <li>● Defined program funding</li> <li>● Apprenticeships</li> <li>● high school to work force transition</li> </ul>	<ul style="list-style-type: none"> <li>● Reinstate 'Industrial Arts Program'</li> <li>● Trade up and develop in schools</li> <li>● Investment in future trade needs</li> </ul>	<i>For longer term consideration</i>
<b>CLEAN COMMUNITY</b> <ul style="list-style-type: none"> <li>● Graffiti-free</li> <li>● Building upkeep</li> <li>● Clean Empty lots / Junky yards</li> <li>● Garbage in streets</li> <li>● Snow dumps</li> <li>● Wood smoke/light industry</li> <li>● Messy sidewalks (businesses)</li> <li>● Sign pollution</li> </ul>	<ul style="list-style-type: none"> <li>● By-law enforcement: Buildings/lots</li> <li>● Adopt-a-lot beautification</li> <li>● Air Pollution: education</li> <li>● Efficient wood stoves incentives</li> <li>● Pan handling controls</li> <li>● Clean buses</li> <li>● Sign controls</li> </ul>	<i>For longer term consideration</i>