



***Reinventing the Dawson City Chamber of Commerce  
Strategic Plan 2014-2017***

Completed February 2014

## Introduction

In 2013, the Dawson City Chamber of Commerce faced numerous challenges, including no staff, a dissipating Board and overworked volunteer Board members. With the support from Yukon Economic Development, a plan was supported to re-engage the membership, connect with the community, respond to issues and concerns and align the Chambers Strategic Plan for a new course with a full Board, a focused Office Manager and membership/community support.

This document represents the combined efforts and contributions of many including but not limited to:

- The Dawson business community that participated in one-on-one interviews,
- Business and Community organizations that contributed to the environmental assessment,
- Local contractor Vera Holmes, using her energy, contacts and experience to guide community research,
- Office Manager Diego Martin, who inherited the project mid-stream and jumped in with both feet,
- The membership of the Dawson City Chamber of Commerce, supporting the Annual General Meeting, with a full-house and electing a motivated and representative Board of Directors, and
- The leadership and guidance of the 2013 Board of Directors who guided the entire process, believing in a relevant, effective, value-driven, membership organization for the Klondike Business Region.

Report by:

Patti  Balsillie  
MANAGEMENT CONSULTING  
C (867) 334-2522  
E [pattib@northwestel.net](mailto:pattib@northwestel.net)  
W [pattibalsillie.com](http://pattibalsillie.com)

## Table of Contents

A.	Executive Summary	4
B.	Methodology	6
C.	Strategic Priorities	7
	1. <i>Effective Programs</i>	8
	2. <i>Government Relations</i>	9
	3. <i>Organizational Health</i>	10
D.	Conclusion	11
E.	Appendices	
	A. <i>Strategic Priority Work Plans</i>	12
	B. <i>AGM Feedback from Members</i>	15
	C. <i>Interview Guidelines</i>	18

### ***Mission Statement***

*The Dawson City Chamber of Commerce enhances business growth and economic prosperity in Dawson City and the surrounding area.*

## A. Executive Summary

The Dawson City Chamber of Commerce (DCCC) is over 100 years old – one of the longest standing, not-for-profit, trade organizations in the Yukon Territory. Since its inception, the Chamber has supported business development and advocacy through the famous Klondike Gold Rush and into a very different era with new economic sectors, an international workforce, faster transportation routes, multiple levels of government and global competition through e-commerce.

### *Today's climate...*

In 1898, Gold was the game in town. In 2014, the landscape has matured in sophistication, technology and education. Advocacy and influencing policy and other issues that affect business have competition from many community organizations and interest groups – unlike business in 1898.

DCCC competes for membership dollars with many other trade organizations in Dawson City and across the Yukon. Cost and availability of energy is a pending issue for the Yukon's economy. Although mining has been a strong producer for the Yukon's economy, it's slowing down and there are direct and indirect impacts being felt immediately in the Klondike Region and across the Yukon. The volunteer spirit in Dawson City is amongst the strongest in the Territory and even volunteers in this closely-knit community were waning from burnout.

Tourism in Dawson is supported by the Yukon's only in-Territory Destination Marketing Organization, the Klondike Visitors' Association. Recently, Holland America Line (HAL) announced flight service with Air North for international cruise ship visitors to Dawson City, boosting numbers and replacing the Yukon Queen program. Housing shortages are experienced in Dawson as they are across the Territory and the Yukon has the lowest unemployment rate in the Country. Even as the Yukon is somewhat successful in recruiting international labour, new employees are challenged to find a place to live.

The Dawson Chamber needs to understand and participate in this landscape. The new economic reality boasts technology innovation, international visitors, government and self-government - all impacting the needs, issues, opportunities and composition of the Dawson City business community. To do that, the Chamber will need to listen and be responsive to its members, ensuring strong and consistent governance for its volunteer Board and Office Manager and committing to continual improvement in programs that hold the greatest value to the Chamber's primary stakeholders.

### *Catalyst for the project...*

Over the past few years, the Chamber has experienced consistent staff turnover, changing board composition, shrinking attendance to events and meetings and declining membership renewal.

Elsewhere in the business community, organizations and corporations like the Klondike Visitors' Association (KVA), the Klondike Development Organization (KDO) and the Chief Issac Development Corporation were all facilitating, investing, marketing and proposing business opportunities for the region.

Board members of DCCC volunteered tirelessly to keep the organization operating by implementing key events like the Gold Show, while finding support to launch a Strategic Plan for the organization - knowing without significant change or member support, the Chamber would continue to regress.

### *Engaging the community...*

During the 2013 Summer/Fall, the Strategic Planning team set out to understand the issues and concerns of the business community and the membership. They interviewed regional business organizations and other Chambers of Commerce to collect insight and observations from colleagues in the organization community of the DCCC and the environment it worked in. Individual businesses, residents and organizations were interviewed and a brief member survey went out to capture a broad understanding of how the community perceived the DCCC and what they wanted from their Chamber of Commerce.

### *What we learned...*

The Klondike business community values the Dawson Chamber, believes that the Dawson City Gold Show is a primary event of the organization, wants the Chamber to be a voice of business to policy decision makers, and looks to the Chamber to lead campaigns and programs to support buying local in the community.

Those interviewed shared that they feel disconnected, they didn't know what was going on, had little faith in the Strategic Planning process due to non-implementation of previous strategies, and weren't sure if they would participate in a 'reinvention' of their Chamber of Commerce.

### *Planning ahead...*

The approved Strategic Plan responds to the input from members in research and at the AGM. The Plan addresses the need for investment in a community-driven Gold Show and effective Buy Local campaigns. The Plan articulates how the Chamber will find its seat at the table as a relevant and proactive voice for the business community to all levels of government. There are many organizations that contribute to the development and sustainability of the business community in Dawson City and the Chamber will be a partner and contributor.

It will either lead, participate or facilitate – and it will re-establish its voice and value.

### *Ensuring success....*

Based on research and input from stakeholders, examination of historical practices and activities and best practices in organization development and management, the Dawson City Chamber of Commerce will be successful because they will:

- Constantly ensure activities and decisions align with mandate,
- Respond to opportunities with consideration to the people and financial resources,
- Work through the Board with the support of the Office Manager and input from members and committee volunteers,
- Share progress in a consistent and easy to read format,
- Use the Strategy as a organizational work plan for the day-to-day operations and administration, and
- Work as a team to support building role clarity and great communication.

## B. Methodology

This Strategic Planning process started in the spring of 2013 seeking to understand the status of the Chamber, propose outcomes from the project, identify key challenges and come to an agreement on a approach including:

- A review of where the Chamber has been,
- To connect with the community to understand perspectives, concerns, values and expectations,
- To work with the Board and staff to propose priorities from research and interviews,
- To recruit a full Board at the Fall 2013 Annual General Meeting, and
- To finalize Strategic Priorities and build a work plan with the staff.

An element that was included in the work plan was a revisiting of the Vision and Mandate of the organization. It was recommended to postpone that exercise, and to focus on priorities that would build engagement and stabilize the organization and work with the membership in the fall of 2014. After demonstration of progress from planning, a successful Gold Show and an investment in organizational health of the Chamber, an engaged membership could then help revisit the mandate and possibly update the Strategic Priorities.

The Strategic Planning team included the Board, a local contractor to host interviews and provide strategic guidance in working with and talking to the community, the summer staff of the Chamber, the incoming Office Manager (Fall 2013), and Patti Balsillie, a Strategic Planning consultant specializing in trade and tourism organizations in the North.

Together, they conducted research on the Chamber's history and previous Strategic Planning efforts and reviewed policy documents and programs of the organization. An interview guideline was created to track information collected from business people and community and trade organizations. The communications plan supported membership awareness of the project and invited members to engage, contribute or share their perspectives, concerns and priorities.

The team also explored best practices in other Chamber organizations in areas such as communications, website navigation, event management, policy and advocacy development and evaluation. They conducted an Environmental Scan, with the view to understand the climate that the Chamber was operating in, how many business organizations there were competing for similar dollars, what organizations were deemed effective in economic and community development, and what factors were impacting the state of the Yukon's economy.

The work plan and budget enabled limited interviews in the community so the team pursued one-on-one interviews representing diversity in the community including current and former members, young entrepreneurs, seasonal and year-round business people and a variety of sectors that represented the business community including transportation, accommodation, retail, suppliers, food and beverage and services. The Chamber also did an online survey to collect members' views that had not been approach for an interview.

The results of the interviews, research and surveys were presented to the membership at the AGM in October of 2013. The members were invited to provide input or feedback on the key themes arising being:

- A. Government Relations – need a voice.
- B. Gold Show – needs to be great.
- C. Promote Doing Business in DC – want buy local programs.
- D. Organizational Stability and Development – in the Board and with the staff.

Together with member feedback from the AGM, organizational assessment, interviews with stakeholders, the four strategic areas above fit logically into three themes or **Strategic Priority areas (SP)**:

**SP 1. Program Sustainability**

**SP 2. Government Relations, Advocacy and Strategic Alliances**

**SP 3. Organizational Health**

Details on each of these Strategic areas are in the next section together with an implementation plan, performance measures, timelines and leadership roles. The success of this effort and the contributions of members and volunteers will be from the successful and diligent implementation and evaluation of this 3-Year DCCC Strategic Plan.

## C. Strategic Priorities and Plans

**SP 1. Program Sustainability** - That DCCC Programs are reflective of the needs of the business community and the membership base and that any new programs have a filter or cost-to-benefit process to ensure relevancy to mandate and sufficient resources, and that programs contribute to sustainable operations of the organization.

<b>Activity 1.1</b>	<b><i>Invest in and develop the DCCC Gold Show including a committee with Terms of Reference, a brand or consistent image, a budget, role clarity, great communications, engagement, etc.</i></b>
Work plan elements include:	<ol style="list-style-type: none"> <li>1. Build the Committee Terms of Reference – approved by the Board</li> <li>2. Communicate the DCGS Committee to members and solicit key volunteers</li> <li>3. Committee to propose work plan, budget, roles, promotion, pricing, etc. for Board approval</li> <li>4. Committee to support Office Manager in recruitment of a Coordinator to work with the Office Manager and the Committee – to implement the work plan and manage/monitor the budget</li> <li>5. DCCC Office Manager to monitor, participate and report to Board with Committee Chair</li> <li>6. Committee and team to host DCGS event</li> <li>7. Committee to evaluate with all participants and community or members</li> <li>8. Conduct debrief post event to learn, modify and begin next year’s planning.</li> </ol>
<b>A 1.2</b>	<b><i>Dawson Dollars is a well-known, support local program – rebrand, communicate, promote, manage and track this program including statistics or data to boast the program and talk about it’s impact and potential impact in the community.</i></b>
Work plan elements include:	<ol style="list-style-type: none"> <li>1. Evaluate the previous program including distribution, look, feel, administration, business participant input, buyer input, marketing, etc.</li> <li>2. Propose new program – including how it will be managed, administered, tracked, budgeted, promoted, etc. (Consider a small member benefit exclusive to members of DCCC vs non-members)</li> <li>3. Launch program through all available channels, to community members and businesses, in community media and social media</li> <li>4. Track weekly or monthly and promote traffic and impact to Dawson business community</li> </ol>
<b>A 1.3</b>	<b><i>Youth Entrepreneurship Pilot Program (YEPP) – supported by the Board and partners/funders, YEPP is an opportunity to do something tangible and supportive to young entrepreneurs while leading a pilot that could in-turn support Yukon communities.</i></b>
Work plan elements include:	<ol style="list-style-type: none"> <li>1. Identify Board member to lead or support the development of the YEPP</li> <li>2. Confirm expectations or parameters from funders about defining program and success indicators</li> <li>3. Develop a work plan that identifies budget, staff resources, promotional plan, program and evaluation</li> <li>4. Implement work plan</li> <li>5. Evaluate and report to participants, Board, members, community and funders.</li> </ol>

**SP 2. Government Relations, Advocacy and Strategic Alliances** - That the Chamber must be connected to decision-makers and policy influencers, current on member issues, and advocating for issues and solutions pertinent to its member priorities.

<b>Activity 2.1</b>	<b>Identify key issues of the membership and the Dawson City Business Community</b>
Work plan elements include:	<ol style="list-style-type: none"> <li>1. Board to map out priority areas known and prioritize or group</li> <li>2. Office Manager to send out a poll to membership confirming prioritize or soliciting others</li> <li>3. Establish or assign lead roles for each Board member and including the Office Manager by issue, sector, known relationships or existing networks</li> <li>4. Empower Office Manager to introduce the Chamber and it's priorities and Board to public sector leads</li> </ol>
<b>A 2.2</b>	<b>Identify what the organization hopes to accomplish from it's advocacy efforts and who will benefit</b>
Work plan elements include:	<ol style="list-style-type: none"> <li>1. For each advocacy priority, develop a full briefing note on the issue, the background, who it impacts, who has power to change, what they care about and options to solutions and outcomes if no change</li> <li>2. Set some targets for the priority areas being realistic about resources – go for quick wins, positive relationship development and one or two significant goals over the next 1-2 years.</li> <li>3. Build the key messages and promote them on the website, in all meetings and stay consistent in any written communications</li> <li>4. Connect 1.1 resources with 1.2 briefing notes and games plans</li> </ol>
<b>A 2.3</b>	<b>Initiate advocacy plans of 1.2 including performance measurement and communications internal and external.</b>
Work plan elements include:	<ol style="list-style-type: none"> <li>1. Develop a progress report template and have Directors report back monthly or at each Board meeting, using the support of the Office Manager for meeting coordination, participation in any meetings and report development</li> <li>2. Follow-up on all commitments, ensure internal communications to advance commitments</li> <li>3. Immediately alert Board of new information or any issues that may arise</li> <li>4. Communicate successes or build report card for Annual Report, website and any member or stakeholder reports.</li> </ol>

**Guiding Principles:**

- Be compelling, constant and consistent - say the same thing, connect with the issue and say it all the time.
- Keep it simple, be frank and respectful, be prepared
- DCCC's role is to either facilitate, participate or lead - don't try and be all things, support other org's success to build on your own
- Advocacy priorities are those approved by the Board including agreement on process and position and lead, etc.
- Work with partners and community organizations where possible and relevant.

**SP 3. Organizational Health** - That the DCCC is strong, accountable, responsive and effective in serving its members, delivering member benefit, advocating on behalf of members and communicating regularly. Administrative and management procedures are essential to becoming that organization.

<b>Activity 3.1</b>	<b><i>Review and recommend a comprehensive, lean policy manual or document that includes governance, operations, communications, personnel, finance, strategic planning, etc.</i></b>
Work plan elements include:	<ol style="list-style-type: none"> <li>1. Ensure a standing committee of DCCC into Policy Governance and Structure</li> <li>2. Propose a template Terms of Reference for each committee</li> <li>3. Do a committee review of the existing policies</li> <li>4. Make recommendations to change and work plan</li> <li>5. Promote policies complete on the DCCC website</li> </ol>
<b>A 3.2</b>	<b><i>Ensure planning, reporting, communications and scheduling are done regularly to manage expectations, measure effectiveness and ensure priorities are being implemented.</i></b>
Work plan elements include:	<ol style="list-style-type: none"> <li>1. Map all current and annual projects on an Annual Planning Calendar</li> <li>2. Communicate the calendar to the full Board as an awareness and accountability tool</li> <li>3. Report on strategic priorities at regular intervals</li> <li>4. Create standard procedures for Board meetings and the AGM</li> <li>5. Ensure evaluation tools are in place and developed for all activities and projects</li> <li>6. Ensure committee reports are a part of all Board meeting agendas</li> <li>7. Use the work plan as a 'reporting' tool from the Office Manager to the Board and the Organization to its members.</li> </ol>

\* Full work plans are available in the Appendix A, and the file will be used in the office as a way to track and ensure implementation, communications and membership engagement are prioritized.

## D. Conclusions

The Board of the Dawson City Chamber of Commerce has been the catalyst and the torch-bearer throughout this Strategic Planning project. They have advised, listened to, learned from and affirmed their own concerns and perspectives with primary stakeholders. Since the Annual General Meeting in 2013, the new Board has reviewed and approved the Strategic Priorities for the organization as representative of what the community wants from it's Chamber of Commerce.

The Board endorses this Plan and projected outcomes to be essential building blocks to re-engaging the membership, rebuilding the Chamber's voice in advocacy and reinventing it's future as a relevant, effective and value-driven organization.

Into the near future, it is recommended to prioritize the implementation of a successful Gold Show in May. Future projects will trigger a review of the Bylaws and in the fall, use the Annual General Meeting 2014 to revisit the *Vision and Mandate* with the membership, ideally to another full-house and a newly elected (or renewed) Board of Directors.

*Keys to strategic success...* Be patient. Stay the course. Work together. Communicate and engage. Follow your plan. Share your results. Lead, facilitate and participate.

## Appendix A – Strategic Priority Work Plans

SP 1. Programs					
<b>SP 1.1 invest and develop the DCCC Gold Show including a committee with "Terms of reference", a brand, budget, role clarity, communications, engagement</b>					
Item	Detail	Lead	Start time	Deadline	Connected to
1.1 A	T of Ref	OM	14-Jan	24-Jan	Board
1.1 B	Identifying Board member for DCGSC	Board	31-Jan	31-Jan	Board
1.1 C	Call for volunteers	OM	05-Feb	05-Feb	Committee
1.1 D	Scheduling meeting	OM with Committee	31-Jan	31-Jan	Committee
1.1 E	Build budget and workplan	OM with Committee	First meeting	After mtg	Committee
1.1 F	Hire a Coordinator	OM with Committee	15-Mar	31-Mar	Committee
1.1 G	Monitor work plan and report	OM with Chair	after first meeting	ongoing	Committee
1.1 H	Host the GS	OM with Committee	May 16/17	18-May	Committee
1.1 I	Evaluate	OM with Committee	20-May	30-May	Committee and Board
1.1 J	Debrief evaluation and begin planning 2015	OM with Committee	02-Jun	06-Jun	Board
<b>SP 1.2 Dawson Dollars is a well known support local program - rebrand, communicate, promote, manage and track program, include statistics or data to boast program.</b>					
Item	Detail	Lead	Start time	Deadline	Connected to
1.2 A	Evaluate previous program	Board/OM	09-Jun	23-Jun	Board/membership
	Present findings for brainstorm to Board	OM	June Board meeting	After Meeting	
1.2 B	Respond from evaluation to draft new program	OM	07-Jul	10-Jul	Board
1.2 C	Propose new program	OM	July Board Meeting	After Meeting	Board
1.2 D	Launch program	OM	04-Aug	Ongoing	Board/Membership
1.2 E	Monitor and evaluate bi-monthly	OM	04-Aug	Ongoing and reporting at the AGM	Board/Membership
<b>SP 1.3 Youth Entrepreneurship Pilot Program (YEPP) – supported by the Board and partners/funders, YEPP is an opportunity to do something tangible and supportive to young entrepreneurs while leading a pilot that could in-turn support Yukon communities.</b>					
Item	Detail	Lead	Start time	Deadline	Connected to
1.3 A	Key Board members to meet and finalize expectations from funders	Chair with Dan B and ON	07-Feb	07-Feb	Board and YG funder
1.3 B	Identify board member to lead	OM	13-Jan	17-Jan	Board
1.3 C	Establish parameters success indic	Board/ Dan B	Feb Board Meeting	14-Feb	Board
1.3 D	Develop a work plan budget/staff...	Dan Beaulieu	17-Feb	03-Mar	Board
1.3 E	Implement work plan	OM/Dan Beaulieu	04-Mar	01-Apr	Board/Community
1.3 F	Evaluate and report	OM/Dan Beaulieu	Ongoing	Ongoing	Board

## SP 2. Government Relations, Advocacy and Strategic Alliances

### SP 2.1 Identify key issues to the membership and the Dawson City Business Community or Klondike Region

Item	Detail	Lead	Start time	Deadline	Connected to
2.1 A	Board to map known issues from community and sort or group by level of government, discuss what success might look like	Board with OM	June	June	Board and membership
2.1 B	OM to draft work plan to collect membership issues and priorities	OM	June		Board
2.1 C	Board to approve work plan	Board	June Board meeting	June Bd Mtg	Board
2.1 D	OM to build survey tool - asking issues that impact business and what level of government and what is the solution from the members	OM	August	August	Membership
2.1 E	OM to launch survey tool with timelines to respond	OM	September	September	Membership
2.1 F	Board to approve OM reaching out to relevant levels of government - sr. admin not political, to make introductions and talk about DCCC and it's priorities.	OM with Board	September	December	Board

### SP 2.2 Identify what the organization hopes to accomplish from it's advocacy efforts and who will benefit.

Item	Detail	Lead	Start time	Deadline	Connected to
2.2 A	OM present findings from 2.1E by issue or level of gov and breakout amongst board lead on specific level of government (municipal, Territorial, Fed or FN)	OM with Board	October	November	Board
2.2 B	Board and OM draft game plan on priorities including key messages, who cares, what is the solution, how can you help government, can you quantify the impacts to business and the impacts from a solution - don't take it all on	OM with Board	November	December	Board and membership
2.2 C	Maintain regular agenda item for Advocacy updates and link to PR or report card to members	Board with OM	December onward	June	Board and membership

### SP 2.3 Initiate Advocacy plans of 2.2 including performance measurement and communications internal and external

Item	Detail	Lead	Start time	Deadline	Connected to
2.3 A	OM to help assigned Board members connect over a meeting or coffee re: 2.1F - as the voice of the Klondike Region Business Community - helping governments meet the needs of taxpayers and employers	OM	December	January	Board and membership
2.3 B	OM to help build a four page hand-out - The ask, the background, the solutions, the benefits and info about DCCC with contact info. - lean, plain language, white space, organized	OM with Board	December	December	Board and membership
2.3 C	OM build report template on meetings, activity, lead, dialogue, next steps, progress or obstacles, etc	OM	January	ongoing	Board
2.2 D	Evaluate tactics through regular reporting, leveraging relationships and keeping tone and efforts positive, engaging, solution oriented and quantified	Board	December	ongoing	Board and membership
2.3 E	Implement every fall with update, validation of issues, and new games plans	Board	year 2 and onward	ongoing	Board and membership

### SP 3. Organizational Health - Policies, practices and monitoring

#### SP 3.1 Review and recommend a comprehensive, lean policy manual or document that includes governance, operations, communication

Item	Detail	Lead	Start time	Deadline	KPI
3.2 A	Ensure standing committee of DCC into Policy Governance Structure	Board/Committee			Periodic reporting
3.2 B	Propose a template for each committee -- name/purpose/accountability/authority/members/resp /quorum	Board/Committee			When completed
3.1A	Draft a TOR for a Governance and Policy Standing Commi	OM	September		When completed
3.1 B	Establish a Standing Committee	Board/OM	October		When completed
3.1 C	Committee to review Board binder/official docs	Committee	December		When completed
3.1 D	Committee to make recommendations on changes to assezt relevancy or gaps	Committee	January		When presented to board
3.1 E	Changes to be implemented at rate 1-2 per quarter	Committee/OM	February	End of 3 yr program	When completed
3.1 F	Policy manual to be promoted website: about us	OM			When completed
3.1 G	TOR for every committee can be drafted and shared as template for committees Finance and Gold Show	OM/Committee			When completed

#### SP 3.2 Ensure planning, reporting, communications and scheduling are done regularly to manage expectations, measure effectiveness

Item	Detail	Lead	Start time	Deadline	KPI
3.3 A	Map all projects current and annual on the go into an An	OM	03-Feb	07-Feb	Ongoing
3.3 B	Communicate the calendar to full Board, membership to ensure awareness and accountability	OM	10-Feb	10-Feb	Periodic reporting
3.3 C	Propose a standard agenda format to board including report on strategic priorities and calendar of projects	OM	31-Jan	31-Jan	When approved
3.3 D	Create standard procedures for Board Meetings and AGM	OM	September	Before AGM	When completed
3.3 E	In key activity areas such as meetings, membership and special events, ensure that evaluation tools are implemented when relevant	OM	After Gold Show	End of 3 yr plan	Ongoing
3.3 F	Manage and report on strategic priorities through calendar and regular board meetings	OM	January 31st	Ongoing	Periodic reporting
3.2 G	Ensure Committee reports are in on every agenda of each Board meeting and ensure communications, notice and accountability. If Board member or Committee chair not able to attend report must be done in writing in advance to board meeting	OM	January	Ongoing	Incorporating results into planning

## Appendix B - Feedback from AGM Membership

October 2013, Downtown Hotel, Dawson City, Yukon

### Promote Local – Green Notes

- Key for both economic, ecological and social sustainability
- Success – many small individuals products and services
- Change – more support for small entrepreneurs
- Waive city business license fees for very small start-ups
- Local flyers
- Cross marketing opportunities
- Expand and promote - website and newsletter – Dawson Dollars
- Too much time and confusion with old program – it works but need to educate members, etc.
- Services that make the community an attractive place to live
- Engage local business players
- Provide the skill building opportunities to help make their businesses more sustainably – higher staff retention and lower turn-over
- Focus on offering services around this
- Not broad ec dev concepts or old concepts
- Promoting local businesses and concerns of importance of localization in ec dev is super important
- Celebrate local businesses at all the benefits they offer to our quality of life, how they support our non-profits, etc.
- DCCC and members should question any companies/industries who bully and black mail the local economy
- HAL and YQ11 boat – boat is not here but HAL still is despite their threats!
- Local economy and environment is stronger (Triple J and Air North...)
- Bullies in the future – oil and gas, LNG – issue of hydraulic fracturing, for example, business and environment should be hand in hand
- Everyone needs to shop in town – on day to day
- Not Whitehorse
- Regular store hours all over town
- Not funding business and no shopping or getting prices or if they do shop down not using all stores – just they friends
- Start to promote meetings and conventions through the Yukon Convention
- Encourage more local business
- DCCC should operate as the voice of the Klondike businesses – already established new enterprises
- Increased membership – attendance at meetings feedback from the community
- Communicating with businesses outside the members – listening to ideas and inviting non-members to meetings to discuss relevant topics
- Local convention facilitation
- Diversity of events
- The objective of shared with KDO – Chamber is represented on KDO – work together on this – I am on the KDO board

- Very important
- Web – shopping – how to compete against
- Paid government worker trip to Whitehorse
- Freight co-op – Freight price monopolies – everyone co-op

#### **Org Development – Red Notes**

- Good newsletter
- Have fun with your online presence
- Distribute bylaws to members through website
- Give members a reason to join – keep focus on how what the staff/board are involved in benefit
- Do we really see benefits from Board attending PNWR and CCC AGM?
- Have not seen follow-up reports
- Need to clean up backyard before looking at playing in someone else's
- Important for continuing
- You will improve engagement of membership if you communicate what you're doing
- And if you focus energies on serving your members primary interests and concerns
- Need to clarify roles of Staff and Board
- Go back to mandate
- Connect with members
- Recognize capacity of DCCC
- Strong Board on or strong staff – as close to Full Time as possible
- It is hard to know what came first – lack of participation or a feeling that there is no value in participation
- They are both a cause and effect
- Somewhere the cycle is broken

#### **Gold Show – Yellow Notes**

- Keep doing what you're doing
- Network Opportunities are important and should be a priority
- Gold Show – need everyone to help young people old ones can help them
- Need Sub-committee of 3-4 people
- Mentor Young people in Dawson
- Important/Impacts to business, industry and community
- Goal – improvement
- Broaden gold show to be truly international
- What does Dawson have that's unique to draw attention and diversity – get focused
- Good set-up
- Good – keep growing in terms of exhibitors – do marketing and outreach to Whitehorse businesses to increase participation
- Innovative Dawson
- Try a What's New Show
- Brings in outside business

### **Government Relations – Blue Notes**

- Good representative at meetings and committees
- Good at timing YG to monthly meetings – keep doing and expand
- Hold more meetings here – not Whitehorse
- DC relies on strong inter-relations with various forms of Government – Canada, YG and FN for funding infrastructure development
- Open communication
- Perception that DC has no say – must take whatever is decided with no recourse or opinion
- Enforcing bylaws
- Meeting in Whitehorse hold 40% - in DC
- Cross-market – Yukon business, air north, northern vision, etc.
- Formal involvement in Feedback
- Downtown Revitalization Plan – Bylaws, etc.
- Formal meetings – between Mayor & Council and the DCCC Board at Council meetings – this bring relevant to DCCC

## Appendix C – Survey Questionnaire - Members & Organizations

### A. Business/Trade Organization Comparatives – scope, type data tracking

When looking into business/trade orgs, ask:

- a) Name of Org and contact person/information
- b) Is there a mandate or vision and what is it?
- c) Target Audience
- d) Length in operation
- e) Size of membership
- f) What is the value proposition of the Org to their community?
- g) What are their benefits or services provided to members?
- h) What services do they facilitate to a broader community (non-members) – is there other programs outside of member benefits they facilitate?
- i) Recent successes – an event or a new ??? something
- j) Current priorities – from a strategic plan or what they are going to tackle in 2013-14
- k) Future plans – what's a long term goal
- l) Perceived challenges – HR, money, working space, volunteers, etc.
- m) The DCCC is undergoing a strategic review of itself, it's place in the business community and how to best contribute to or serve it's members and the Klondike Region.
  - I. What is your perception of the current DCCC role in the KR?
  - II. What do you see the role of the DCCC could/should be?

### B. Non-Membership Development Organizations

*Questions for the organizations below will change a bit as they do not have memberships but focus on development:*

- a) Name of Org and Contact person/information
- b) Mandate/Vision?
- c) Who do they serve or benefit?
- d) Length in operation?
- e) What do they do for their community?
- f) Is there benefit to a broader community?
- g) Recent successes – an event or a new ??? something....
- h) Current priorities – from a strategic plan or what they are going to tackle in 2013-14
- i) Future plans – what's a long term goal
- j) Perceived challenges – HR, money, working space, volunteers, etc.
- k) The DCCC is undergoing a strategic review of itself, it's place in the business community and how to best contribute to or serve it's members and the Klondike Region.
  - I. What is your perception of the current DCCC role in the KR?
  - II. What do you see the role of the DCCC could/should be?

### **C. Non-Business Mandated Organizations:**

When looking outside of business/trade orgs, ask:

- a) Name of Org and Contact Person/info
- b) Mandate or Vision statement
- c) Target Audience
- d) How long in operation
- e) Size of membership
- f) What services, programs or benefits do they deliver to their members
- g) What services do they facilitate to a broader community (non-members) – is there other programs outside of member benefits they facilitate?
- h) Recent successes
- i) Current priorities
- j) Future plans
- k) Potential challenges

### **D. One on One Individual Interview Guidelines**

This guideline provides the general categories that we want to learn from one-on-one interviews informing a future plan. The process of engagement will open perceptions, build a sense of engagement and possibly buy-in to future programming or membership... The questions don't have to be verbatim as long as the information is generally captured to the best of your ability and as relevant...

*Talking about the individual.... Building repore*

- a) Name individual and their contact info
- b) Their connection to the business community or DCCC?
- c) What was their involvement in DCCC - if at all

*Talking about the Klondike Region and business...*

- d) What's going on in the KR business community
- e) What's going on in the broader KR community
- f) What are KR's strengths as a community for business
- g) What are KR's challenges as a community for business

*Talking about DCCC and perceptions or feedback....*

- h) What is their perceived understanding of DCCC to the KR?
- i) Do they have input to high points in DCCC's history?
- j) What are their current perceptions of DCCC today

*Talking about the SWOT for DCCC....*

- k) What could the DCCC be doing to serve the KR
- l) Where are DCCC's strengths today
- m) Where is there opportunity with a new strategy
- n) What should they stop doing
- o) What are the risks if they do nothing, change nothing?