

**Tourism Development and the Third Sector:
A Case Study on Dawson City, Yukon**

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A Thesis

in

The Department

of

Sociology and Anthropology

**Presented in Partial Fulfilment of the Requirements
for the Degree of Master of Arts at
Concordia University
Montreal, Quebec, Canada**

June 2001

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0-612-64031-0

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ABSTRACT

Tourism Development and the Third Sector: A Case Study on Dawson City, Yukon

Ashley A. Doiron

Tourism has become a popular way of boosting the economies within rural areas but it may also be accompanied by a variety of far-reaching impacts which affect several (non-economic) aspects of residents' quality of life. Local involvement is considered to be a key ingredient for rural community development and it is also recommended for achieving a successful form of tourism that provides communities with a degree of control over tourism's benefits and outcomes. The case of Dawson City, Yukon shows that community members have become involved in creating tourism events and attractions, developing local facilities, and delivering a range of valuable programs and services by participating in the third sector's activities, organizations and groups. This study argues that Dawson's success is linked to the existence of a strong third sector, which has not only acted as a vehicle for tourism development but has also been essential for enhancing the community's quality of life.

ACKNOWLEDGMENTS

I wish to acknowledge a debt of gratitude to the following people who have graciously contributed time, expertise, and patience toward accomplishing this project.

**Bill Reimer, Associate Professor, Department of Sociology & Anthropology,
Concordia University;
Vered Amit-Talai, Associate Professor, Department of Sociology &
Anthropology, Concordia University; and
Scott Meis, Director of Research, Canadian Tourism Commission.**

I would also like to recognize the following groups that provided financial assistance in support of this project.

**The Concordia-UQAM Chair in Ethnic Studies, awarded by the Concordia
University Center for Community and Ethnic Studies; and
The Northern Scientific Training Programme (NSTP), awarded by the Concordia
University Northern Studies Committee.**

Finally, I would like to thank all of those in government agencies and in community organizations who provided invaluable information and assistance throughout this study.

This project is dedicated to Donna, for love and support, and to Doug, for ongoing encouragement.

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LIST OF ABBREVIATIONS

AYC	Association of Yukon Communities
CYTA	Canada-Yukon Tourism sub-Agreement
CTC	Canadian Tourism Commission
CSD	Census Subdivision
CAP	Centennial Anniversaries Program
CEP	Centennial Events Program
CPI	Centennial Projects Initiative
CDF	Community Development Fund
CKS	Conservation Klondike Society
DCAS	Dawson City Arts Society
DCCC	Dawson City Chamber of Commerce
DCM&HS	Dawson City Museum & Historical Society
DCMFS	Dawson City Music Festival Society
DCGCS	Dawson Community Group Conferencing Society
DFFA	Dawson Fire Fighters Association
DSTS	Dawson Shelter Transition Society
DMO	Destination Marketing Organization
GDP	Gross Domestic Product
HPAC	Historic Properties Assistance Contribution
HSMB	Historic Sites and Monuments Board

LIST OF ABBREVIATIONS (continued)

HSDC	Humane Society Dawson City
HRDC	Human Resource Development Canada
IODE	International Order of the Daughters of the Empire
KIAC	Klondike Institute of Arts & Culture
KNHS	Klondike National Historic Sites
KVA	Klondike Visitors Association
KCS	Klondyke Centennial Society
MAP	Museum Assistance Program
NY	No Year
OECD	Organization for Economic Co-Operation and Development
RSS	Robert Service School
RCMP	Royal Canadian Mounted Police
SNA	System of National Accounts
TIA-Yukon	Tourism Industry Association of the Yukon
TMF	Tourism Marketing Fund
TSA	Tourism Satellite Account
WTO	World Tourism Organization
YAC	Yukon Anniversaries Commission
YCGC	Yukon Consolidated Gold Corporation
YFNTA	Yukon First Nations Tourism Association
YTG	Yukon Territorial Government

INTRODUCTION

THE RESEARCH PROBLEM

Government and business groups often advocate tourism development as a strategy for rejuvenating the economies in rural areas. This is largely because tourism has the potential to generate employment, increase government tax revenues, develop an assortment of supportive industries, stimulate entrepreneurial activity, increase the availability of goods and services, re-allocate spending from wealthier to poorer regions, and such. Furthermore, rural settings have become more widely accessible and attractive as visitor destinations and, since this provides opportunities for communities to promote their natural surroundings and cultural resources, it has also made the new rural tourism industry a particularly lucrative option for economic development.

Yet, tourism development has also been criticized for having a variety of negative impacts, many of which go beyond the economic aspect of residents' quality of life. For instance, some have argued that tourism, not only contributes to a variety of effects which range from physical (ie: environmental degradation, creation of artificial landscapes) to socio-cultural (ie: commercialization of culture, abandonment of local customs), but that these impacts can ultimately lead to little local support for the industry, disrupt residents' ways of life or leave destinations struggling to control the scope and direction of tourism development.

Although these kinds of issues have been highlighted throughout the literature, studies have also prompted a variety of additional questions, such as: What can be done to offset

tourism's negative consequences? How can communities ensure a balance between tourism development and several aspects of residents' lives? What can planners and developers do to encourage opportunities for local people to become involved in the development of tourist industries? How can destination areas maintain control over tourism's benefits and outcomes? Do communities have the capacity to create successful tourist industries? What can be done to ensure that tourism leads to the 'development' of, not just the industry, but of local people and communities?

In this project, the case of Dawson City, Yukon has been examined as an example of an isolated northern community that has adopted tourism to revive the local economy. Furthermore, since tourism appears to be supported by local citizens and has been accompanied by a range of improvements to the community's quality of life, this project asks **Why has Dawson City been so successful?**

PROJECT PURPOSE

Local involvement is often recommended for providing communities with a degree of control over the tourist industry and it is also considered important for developing a form of tourism that is both sustainable and sensitive to community lifestyles. In Dawson City, the third sector stands out as one way in which local people have become involved in the community's development. The 'third sector' is a term used to refer to an alternative form of economic activity, which differs from both the private and public sectors and is distinguished by organizations and groups that operate with a strong social commitment, rely heavily on volunteer labour and donations to function, and use profits to meet a set

mandate or to deliver a particular service. To this effect, this project focuses on the role of Dawson's third sector and the way in which it has ensured, not only the development of tourism, but the continued involvement of citizens in the overall development of the community.

This project is significant for several reasons. First, it permits a degree of generalization because: it deals with the topic of tourism, which is a worldwide industry that has implications for the development of societies everywhere; it addresses rural community development and recognizes the value of the human resource dimension as a lever for the development of rural communities; and it employs a popular framework (quality of life) for evaluating tourism and the role of the third sector. Second, this project is important because it relates to a critical population. For example, in rural areas, it is often the community itself that is the product that tourists go to see and experience but, because tourism involves high levels of social interaction between hosts and guests, the industry may also lead to a variety of extensive (and sometimes negative) impacts on residents' lifestyles. Thus, insight into a successful case of tourism development may have important implications for developing sustainable forms of tourism, for preserving and enhancing community life, and for encouraging positive experiences between people from different cultures. Third, this project is important because it sharpens the definition of the relationship between the public, private, and third sectors regarding the rural economic development process and appeals for consideration of the third sector's contributions to social and economic structures. Finally, this project is significant because it fills a research gap. This is evident because, while the third sector appears to

be an area of research that remains relatively unexplored, even fewer studies have examined the role of this sector regarding tourism development. Furthermore, since this project has produced detailed qualitative data regarding the third sector and a successful case of rural northern tourism development, it may serve as a reference for researchers who have limited access (time and money) to this kind of information.

RESEARCH OBJECTIVES

The main objective of this project has been to examine the role that Dawson's third sector has played in developing a tourist economy. The case of Dawson is expected to show that the third sector has assisted in creating a 'bottom-up' approach to tourism development by increasing opportunities for local involvement. It will also show that this sector has enabled the community to exercise a degree of local control over the industry by providing opportunities for residents to participate in the planning and development of tourism and its resources.

An additional objective of this project has been to examine the role of the third sector concerning three predominant areas (economy, arts and leisure, social supports) of residents' quality of life. This aspect of the investigation will highlight some of the ways in which the case of Dawson is unique and it will show that the third sector has been integral to community life by contributing to several aspects of residents' quality of life.

RESULTS

The research findings show that the third sector has contributed to Dawson's success

by acting as a vehicle for local involvement in the community's development. The strengths of this sector include an ability to: mobilize residents; build community cohesion through voluntary activity and networks; find solutions for local problems (especially some of tourism's spin-offs); access resources for development (inside and outside community); act as a source of training, education, and leadership; and cooperate with the private and public sectors to share responsibility for local developments. In fact, the third sector's activities have been particularly important for ensuring local benefits such as: generating opportunities for employment; stimulating economic activity; supporting entrepreneurial development; drawing funds from outside the community; creating cultural attractions and events that both the locals and the tourists enjoy; enhancing the physical appearance of the community; creating local facilities; and delivering a wide range of social programs and services. Furthermore, these activities have contributed to the development of the local tourist industry and they have also been important for maintaining the community's quality of life in the face of social and economic changes.

This project begins with a review of the literature and a discussion of relevant issues regarding the topics of tourism, quality of life, and community development. Chapter 2 focuses on the significance of local participation in the community development process and tourism, highlights pertinent features associated with the existence of a strong third sector, and ends with a discussion of this project's methodology. Chapter 3 discusses the evolution of the tourist economy in Dawson City. Chapter 4 illustrates the role of Dawson's third sector regarding three predominant dimensions of the community's

quality of life, with comparisons between the case of Dawson and selected tourist and non-tourist communities. Finally, chapter 5 concludes with the implications of these findings.

CHAPTER 1

THEORETICAL FRAMEWORK: TOURISM DEVELOPMENT AND THE THIRD SECTOR IN A COMMUNITY CONTEXT

INTRODUCTION

One effect of industrialization on Canada's pattern of economic development has been the transformation of our economy to a service economy. Smucker's discussion of the process of industrialization links this shift to Canada's early colonial role, which consisted of supplying raw materials to the mother countries and fostered an economic infrastructure that was largely based on the primary sector's production of resources. According to this perspective, Canada's dependency on primary sector production offset the development of a manufacturing (secondary) sector and led to the rapid expansion of the service (tertiary) sector, which comprises different industries needed for manufacturing and various other services that satisfy higher standards of living (Smucker, 1980:63-77). Consequently, this uneven pattern of development has had a unique influence on the situation within rural Canada.

The pattern of urbanization is an industrial force that altered the conditions within rural areas. For instance, throughout much of Canada's economic development, rural settings have been sites for primary sector production and their role has largely been geared towards enhancing urban economic activities. Yet, some have argued that urban growth accompanied conditions such as, the out-migration of rural residents, low population levels, and limited economic diversity, which impose serious structural

barriers for rural development (Luloff and Swanson, 1990:228-231). Fairbairn argues that these features depict the 'decline' of rural areas and have generated a concern that has been the focus of many national rural development policies and programs over the last half of this century (Fairbairn, 1998:2-7). In short, while the restructuring of the economy has apparently created particular challenges for rural economic developments, it has also produced a wealthier service-oriented economy that has become a basis for the new rural tourism industry and an opportunity for some communities to survive.

RURAL TOURISM

Over the years, tourism has gained increasing significance. In 1990, tourism was considered the world's largest industry worth \$2.65 trillion and, in Canada, tourism spending amounted to \$50.1 billion in 1999 (Canadian Tourism Commission, 1999; Industry, Science, and Technology, 1990:10). According to the World Tourism Organization (WTO), tourism consists of "the activities of persons travelling to and staying in places outside of their usual environment for not more than one consecutive year for leisure, business and other purposes" (World Tourism Organization, 1993). For this reason, tourism is unique. For example, while most other industries are defined by their output, tourism is defined by consumption and involves a variety of businesses that produce both tourist and non-tourist goods and services such as, travel agencies, accommodations, restaurants, transportation, retail, tour operators, recreation services, and more (Meis, 1999:317). Yet, this has also made the tourism industry difficult to quantify. In fact, it was excluded as a demand category in the System of National

Accounts (SNA) until Canada's department of tourism and Statistics Canada introduced a Tourism Satellite Account (TSA), which proposes a statistical instrument for measuring and comparing the industry's performance and was endorsed by the WTO and the United Nations Statistical Division in 1993 (Lapierre and Hayes, 1994:xxxv; Meis, 1999:316). Thus, tourism is now recognized as a growing economic force and for its ability to create jobs, stimulate regional growth and development, contribute to the Gross Domestic Product (GDP), earn foreign exchange, promote global trade relations and benefit a variety of economic sectors (Industry, Science, Technology Canada, 1990:4).

Tourism has become an important part of the new rural service economy. As an elite activity, tourism was oriented toward those who had both the time and the means to travel but increased incomes, mobility, and leisure, have provided greater opportunities for people to participate in tourism (Mathieson and Wall, 1982:1). In the process, rural areas have become more accessible and more attractive than ever before. Fairbairn argues that urbanization has transformed the rural-urban relationship and that "... the idea of getting 'back to the land' has a continuing hold on the urban imagination, expressed for example in concern for the environment by people whose daily lives may seem distant from it" (Fairbairn, 1998:4). Thus, rural settings have gained an appeal for being distinct from urban ones and tourism enables people to experience and appreciate them.

In recent years, tourism has been recognized for its potential to contribute to the development of rural areas by stimulating local economies. In their investigation of tourism as a strategy for community development, Becker and Bradbury have argued that many rural communities are turning to tourism "... to reduce the impact of economic

downturns from the loss of manufacturing employment or as an initial low-cost stimulant to a stagnant economy” (Becker and Bradbury, 1994:268). Similarly, Brown’s evaluation of the Heritage Regions Programme argues that, heritage tourism addresses the growing need for social and economic regeneration in rural Canada and has the potential to alleviate the problem of ‘rural abandonment’ through the conservation of local resources (Brown, 1996:175). In fact, tourism has become a particularly viable industry in rural locations because it is often linked to physical, social, or cultural resources. This has become an important part of tourism development since, according to one Canadian tourism industry report, “in the mind of the traveller, tourism is not an industry or a set of products and services: it is a set of experiences [and] the tourism industry’s task is to supply and package those experiences” (Industry, Science and Technology Canada, 1990:6). Thus, because local resources distinguish a particular environment, they have also become important for attracting visitors who are generally motivated to see and experience different places, people, and ways of life. Furthermore, since tourism has involved transforming natural, heritage and cultural resources into products (ie: tours, vacations, souvenirs, events, activities, etc.), and marketing and promoting these items to meet the demands of tourists, it is not surprising that the public, private, and third sectors have become involved in the process.

The public sector has been integral to tourism development in Canada. In fact, the federal government’s official involvement began in 1934 when the Canadian Travel Bureau was developed to stimulate job creation. As a result, international field offices were established to enhance Canada’s worldwide representation and Expo 67 was staged

as a centennial celebration, drawing 40.5 million international visitors to Canada and displaying the country's global competitiveness (Smith and Meis, 1996:2). Also, as evidence of the state's increasing participation in the coordination of tourism, specialized branches were developed to focus on policy and strategic planning initiatives, roles and responsibilities (federal, regional, and territorial governments) were defined, and research was carried out to evaluate and market the Canadian tourism industry (Smith and Meis, 1996:2). It is not surprising that the government's tourism department has also undergone structural changes. Once recognized as the Canadian Government Office of Tourism (CGOT) and then as Tourism Canada, in 1995, the Canadian Tourism Commission (CTC) was established as "an industry-led tourism authority" which represents a public-private (ie: receives funding and Board representation from a mix of public - federal, provincial, territorial governments - and private participants, etc.) partnership approach to marketing and promoting Canada as a tourist destination (Smith and Meis, 1996:9-12).

The public sector has contributed to tourism development at the local level as well. For example, government involvement in the conservation of historic sites and park areas has been important for protecting local resources, creating management and employment opportunities, and for marketing the tourist industry within some of Canada's more remote areas. However, the provision of government-financed infrastructure (ie: water and sewage systems, roads and highways, etc.) has also been essential for rendering rural communities more accessible and for enabling them to sustain tourists. In fact, during the 1980's in Canada, the Tourism Industry Development Sub-Agreements (TIDSA) were

created as joint federal-provincial programs to promote the tourist industry and regional development by enhancing existing infrastructure (ie: tourism facilities) and providing technical and financial assistance to tourism operators within Canada's destinations (Montgomery and Murphy, 1983:184; Smith and Meis, 1996:2-3). To this effect, the state's ability to provide financial assistance and improve the resource base within remote areas has been a direct contribution to rural tourism development.

On the other hand, tourism development also relies on the involvement of the private sector. For instance, the private sector has largely been responsible for providing the goods and services (ie: resorts, tours, events, transportation, accommodations, restaurants, etc.) that either draw visitors to a region or sustain them while in their destination and, because tourism affects several different sectors of the economy, entrepreneurs are presented with a variety of opportunities to profit from the development of tourism products. In fact, in 1990, the tourism industry comprised 60,000 businesses and employed 632,000 people, showing that private businesses comprise an important part of the industry (Industry, Science and Technology Canada, 1990:7). So, private sector involvement is not only essential for enabling destination areas to meet the supply and demand of the tourism industry but it has become important at the local level because it generates employment, diversifies the local economy and increases the delivery of goods and services.

However, the third sector's contributions have also become apparent. To begin with, it is necessary to point out that the term 'third sector' has been used arbitrarily to depict the non profit or voluntary sector, civil society, and the hidden, invisible, informal or

social economy and it is often differentiated from both the private (market driven enterprises) and public (mostly government bodies) sectors (Bagnasco, 1990; Clarke, 1981; Ross and Usher, 1986; Ruckle, 1993; Tice and Salamon, 2000; Quarter, 1992). Salamon et al. refer to the United Nations definition, in their investigation into the structure of the third sector in more than twenty countries, which describes the third sector as including, “... all organizations that operate outside the boundaries of the state or governmental apparatus, that do not distribute profits to their directors or ‘owners’, that are self-governing, and that engage volunteer input to some meaningful degree ...” (Salamon et al., 1999:i). For the purposes of this study, the ‘third sector’ refers to an alternative form of economic activity that differs from both the private and public sectors and is distinguished by organizations and groups that operate with a strong social commitment, rely on volunteer labour and donations to function, and use profits to meet a set mandate or to deliver a particular service.

Initially, the third sector’s activities included bartering and skills exchange, mutual aid, household activity, and voluntary participation (especially in community and charitable groups) but, more recently, this sector has expanded to include the more formal activities of non-profit corporations, societies, cooperative enterprises, unincorporated associations, and such (Clarke, 1981; Ross and Usher, 1986; Ruckle, 1993; Quarter, 1992). These days, the third sector has become associated with a diverse set of relations and a range of organizations, which contribute to its significance as a social and economic force. In fact, when Salamon et al. investigated the scope and structure of this sector in twenty-two countries, they found that it comprised a \$1.1

trillion industry with 19.0 million paid employees in 1995 (Salamon et al., 1999:3). Yet, despite the existence of various national, regional and local organizations whose non-profit structures have contributed to the promotion and development of tourism as well as, to the conservation of Canada's cultural resources, researchers have provided little insight into the contributions of this sector to tourism development. Furthermore, since the relationship between tourism and the third sector appears to be an area of research that remains largely unexplored, and especially in light of some of the consequences of tourism, considering the role of this sector further may be important.

QUALITY OF LIFE

The transformation of tourism has not been without problems. For instance, impact assessment studies form part of the existing investigations into the effects of tourism on residents' lives. The downfall of these studies relates to the fact that they rely heavily on residents' attitudes to assess tourism's impacts, which means that they are largely perception-based. However, they have generally been used to advise policy makers, planners, and developers that tourism's positive and negative impacts may reach beyond the economic realm of life and they advocate curbing the adverse effects to make the industry more widely accepted in destination areas.

Some researchers have argued that tourism can have both positive and negative influences on several aspects of residents' lives. For instance, Mathieson and Wall's (1982) synthesis of existing tourism impact studies shows that there may be a range of costs and benefits associated with the economic, physical and social aspects of tourism

development. Yet, it also appears that, when residents perceive the associated benefits positively, the local population may generally accept tourism development. King, Pizam and Milman's survey of about two hundred Fijian households included an assessment of residents' perceptions regarding sixteen tourism related impacts and concluded that, residents largely approved of tourism (ie: employment opportunities, tax revenues, income, standard of living, work attitudes, quality of life, hospitality towards strangers, confidence among people), although they were also able to realize and identify the negative impacts (ie: alcoholism, drug addictions, individual crimes, organized crimes, openness to sex, traffic conditions) (King, Pizam and Milman, 1993:663). Similarly, Soutar and McLeod's (1993) longitudinal study involved surveying residents in an Australian community to detect how their expectations of a major tourist event compared with their perceptions of the actual impacts regarding fourteen attributes (from level of crowds and the presence of carnival atmosphere to job opportunities and availability of goods and services). They concluded that residents were uncertain of what to expect from the event but perceived it as 'generally improving residents' quality of life' and that, among other things, they approved of the fact that expenditures led to the creation of community facilities as opposed to 'event specific infrastructure' and supported long-term developments (Soutar and MacLeod, 1993:576-581).

Conversely, when residents perceive the costs of tourism development to be high, it is less likely to be endorsed by the local population. For example, Polovitz Nickerson's case study and newspaper content analysis of the effects of localized gaming as a form of tourism argued that, gaming was upheld as a strategy for both reviving the community

and to acquire the funds to restore it but, while local officials endorsed its economic benefits, residents blamed it for the creation of social cleavages such as, personal money problems, crime and abuse (Polovitz Nickerson, 1995:54-64). Also, when Teo and Huang (1995) surveyed residents and tourists to find out the success of Singapore's Civic and Cultural District heritage conservation project as a strategy for developing tourism, they found that the project was successful because it appealed to tourists and met the state's objective to increase tourism. Also, although residents considered the District to be a historically significant place, they were unable to identify with its 'museumified' environment and tourism planners were blamed for creating a landscape that was "... described as 'elitist' and removed from the lived experiences of the locals", leading the authors to conclude that a sensitive approach to tourism development may be necessary to maintain a society's local heritage while promoting it to tourists (Teo and Huang, 1995:593-4). These particular studies show that the perspectives of residents and tourism planners may differ and this highlights a growing need for local input and cooperation in the planning and development of tourism and its resources.

Another growing area of research consists of quality of life studies. Although few have investigated tourism and residents' quality of life, these kinds of studies have been important for addressing the concern for people's well-being and are useful as a way of monitoring and evaluating several aspects of life. For the most part, there has been little consensus regarding a clear and universal definition of the term 'quality of life' and it is often used interchangeably with similar notions such as, human welfare, way of life, standard of living, and social well-being (Szalai and Andrews, 1980:9). In Moller and

Schlemmer's assessment of the quality of life in a South African community, the concept is described as "... simply the degree of well-being experienced by individuals or aggregates of people under prevailing social and economic conditions" (Moller and Schlemmer, 1983:225). Similarly, in this project, the concept has been used to refer to the well-being of residents in a community context with regards to tourism development.

Quality of life studies use a combination of objective and subjective measures to evaluate the basic elements that distinguish people's existence and the relative degree of satisfaction derived from these life conditions. In fact, some have argued that this is an important part of the quality of life approach because relying too heavily on either subjective or objective measures may limit the scope of an investigation and the interpretation of the results (Gadacz, 1991; Moller and Schlemmer, 1983; Renwick, Brown, and Nagler, 1996). Beckley recommends a social indicators approach for assessing the sustainability of forestry-dependent communities and illustrates that,

among the disadvantages of objective, sociodemographic measures, are the potential of aggregate data to mask important distributional issues within families, communities, or regions, and the fact that secondary indicators of wealth or income do not address how effectively individuals utilize these resources to increase their quality of life. [Consequently,] a major disadvantage of subjective indicators is the lack of a uniform metric for 'happiness' or 'fulfilment' which may lead to non-comparable results from individual respondents (Beckley, 1997:4-5).

To this effect, objective measures are considered useful for producing comparable results while subjective elements are valuable for retaining the personal context of life that is being investigated and, since indicator approaches provide a 'snapshot' or a 'glimpse' into the conditions of life at a particular time, it has become a useful strategy for assessing 'quality of life' (Beckley, 1997:21-2; Gadacz, 1991:59).

The quality of life approach has been used to compare national developments. This was a goal of the Organization for Economic Co-Operation and Development (OECD) when the social indicators program was created to devise a standard tool for measuring levels of social well-being. Typically, the approach

attempts to identify the domains which are clearly significant for quality of life or well-being (health, education, employment, goods and services available, housing, etc.), and [uses] ‘objective’ indicators which seem to characterize the situation of the individual in each of these fields: such as life expectancy, private consumption of both collective and non-collective goods and services, amount of education, and pollution levels (OECD, 1976:33).

The program identified eight major dimensions (social environment, command over goods and services, physical environment, personal safety and administration of justice, social opportunity and participation, accessibility, how people perceive well-being), indicators were constructed to measure the dimensions and analyses of ‘social well-being’ were then carried out (OECD, 1976:17-20). The program is useful as a strategy for comparing development across different nations but, since it relies on objective measures of people’s living conditions, it provides a rather unidimensional evaluation of social well-being.

On the other hand, the quality of life approach has also been used for evaluating levels of community well-being. Gadacz’s discussion outlines the Indian and Northern Affairs Canada (INAC) Department’s Development Indicators Program (DIP), as a socio-economic planning tool for measuring development within First Nations’ communities, and is based on the notion that successful revitalization requires “... a unified (holistic) and dynamic approach that must take into account the social, cultural, political as well as

the environmental/ecological aspects of Native community life - not just the 'economic' aspect" (Gadacz, 1991:55-6). The program identified several dimensions of community life (family stability and community supports, culture and spirituality, psychological and emotional well-being, economy and self determination) and variables (demographics, social and cultural groups, learning opportunities, work and employment, income and wealth distribution, health/safety/nutrition, housing, environment and resources, leisure/culture/use of time, conflict and dispute resolution) were selected to represent these life areas. Although development indicators were selected to measure both the external (objective) and internal (subjective) conditions of community life, special attention was given to creating a list of indicators that could be used to measure the quality of life within Native communities because it was considered a unique form of development that commanded its own analytical framework and set of measurement tools (Gadacz, 1991:58). This application of the quality of life approach seems useful for addressing the unique circumstances within communities and stands out as an effective way to evaluate the dynamics of the community development process.

COMMUNITY DEVELOPMENT

The notion of quality of life is central to rural community development. In fact, in Barnard and Van Der Merwe's evaluation of the quality of life in rural farm communities, the authors have clearly stated that "one of the most important goals of community development is to improve the quality of life of the members involved" (Bernard and Van Der Merwe, 1991:57). In fact, despite whether community

development is considered to an ideology, a science, a method of social intervention, or a project and program, the concept's major premise is the improvement of individual and group levels of well-being (Swanson and Luloff, 1997; Voth and Brewster, 1997). To this effect, a basic interpretation of community development is that it depicts a strong element of collective action combined with a conscious local effort to improve existing socio-economic conditions and to achieve specific goals (Cary, 1970; Clarke, 1981).

Community development is largely considered a 'bottom-up' approach to development because it begins at the local level. For instance, upon examining the application of community development programs in four types of North American communities, Dunham argued that community development is generally found in small communities "... where face-to-face contacts are possible among most of the population, and where practically everyone in the community may participate ... " (Dunham, 1972:17). Some have argued that the process is most effective when local people initiate it and that few social movements or local 'actions' have been effectively induced from outside the community (Voth and Brewster, 1997:179). Swanson and Luloff's discussion, of barriers and opportunities for rural community development, argues that "rural development is best planned and articulated at the local level [because] this will permit development efforts to be more accurately targeted to the special economic and social circumstances of local societies"although, they also admit that it depends upon the people in the community, their widespread participation, and their ability to act collectively and mobilize local resources (Swanson and Luloff, 1997:233). To this effect, some of the most successful community development initiatives have apparently been

associated with a strong element of local involvement and collective participation.

In recent years, the third sector has also been recognized for its contributions to the community economic development process. The groups and organizations that comprise this sector stand out as an important aspect of community life because they provide opportunities for local participation, act as a basis for collective action, and deliver valuable social and economic services outside the private and public sectors. In fact, Clarke's examination of the cooperative movement in rural Canada argues that the cooperative structure is an appropriate 'instrument' for local development because it "... attempts to integrate economic and social development, or at least to ensure that economic developments do not conflict with social goals" (Clarke, 1981:4). Similarly, Quarter's discussion of the social economy maintains that "... organizations are set up for a social purpose, and although they must generate enough revenue to meet their expenditures, commercial goals exist within the context of social objectives" (Quarter, 1992:11). However, while it appears as though the third sector has the potential to influence local developments and contribute to the quality of community life, few researchers have investigated the role of this sector regarding tourism development.

This is an important consideration, not only because rural tourism is a form of community economic development, but also because researchers have argued that a greater degree of local control and participation over the planning and development of tourism is important for lessening some adverse effects and generally enhancing the quality of residents' lives (Becker and Bradbury, 1994; D'Amore, 1983; Murphy, 1985; Teo and Huang, 1995). Furthermore, D'Amore's analysis of the social 'carrying capacity'

in seven British Columbian communities, with tourism as their main economic source, points to the importance of local involvement for achieving a successful form of tourism development and argues that,

there are opportunities for extensive local involvement in the tourism industry. This involvement may occur on three levels: through decisions made by local governments; through community wide support for volunteer programmes to promote tourism; through the individual citizen's interest and active participation in the direction of tourism development (D'Amore, 1983:145).

Thus, since the third sector serves as a basis for local involvement, collective action, and achieving positive social and economic developments within communities, there may also be a need to consider the role of this sector regarding tourism.

THE CASE OF DAWSON CITY

Dawson City is an example of the transformation and development of rural tourism. The community was established at the turn of the century to cater to a booming mining industry but, when threatened with becoming a 'ghost town', residents turned to tourism to relieve their economic downturn. Despite its remote location, the community has thrived on a tourist economy and this has prompted the question of: why has Dawson City been so successful?

In Dawson City, the third sector stands out as a major force in the community's development. This project will examine the case of Dawson City to understand the significance of this sector in community life and the particular role that the third sector has played in tourism. The quality of life approach has been adopted to investigate the role of the third sector in the areas of the economy, arts and leisure (which includes

culture and sports), and social supports. These dimensions have been chosen simply because they appear to be the predominant areas in which Dawson City's third sector has been active. The indicators pertaining to each of these dimensions have been limited to those available within the Census Subdivision (CSD) database and additional information has been supplemented by data gathered during the field research phase of this project. Thus, an examination of the case of Dawson City is expected to lead to a better understanding of the relationship between the public, private, and third sectors regarding tourism as a form of community economic development. Furthermore, this project will show that the third sector has been significant to the development of tourism and integral to maintaining the community's quality of life by providing opportunities for local involvement, addressing community needs and sharing responsibility for local developments.

CHAPTER 2

RURAL COMMUNITY DEVELOPMENT AND TOURISM

INTRODUCTION

Rural community development has become associated with efforts to address the social and economic conditions within rural communities. Most community development practitioners recognize that local involvement is important for improving the quality of life in these communities and some have even shown that community members have become involved in the development process through third sector activities. Yet, few have investigated the role of this sector regarding the economic development process and especially with respect to rural tourism. This chapter highlights some of the most distinguishing features of a strong third sector and argues that, because this sector acts as a vehicle for local involvement in the community development process, considering the role of this sector regarding tourism development is also important.

RURAL COMMUNITY DEVELOPMENT

A 'bottom-up' approach to development is one that begins at the level of the community. From this perspective, local people are seen as being able to bring about changes and their contributions are considered integral to the development process. Some have argued that successful community developments cannot be induced from outside the community (Swanson and Luloff, 1997:233-34; Voth and Brewster, 1997:179).

Fairbairn's discussion of rural development policies and programmes in Canada reasons

that,

creating or expanding a business facility that happens to be located ‘in’ a rural area may or may not benefit the local population, may or may not develop their health, satisfaction, and civilization. What improves these things is development ‘of’ the area - development of *people*, of *community*, of *capacity* - that puts local people in charge and gives them more influence over the benefits and outcomes (Fairbairn, 1998:14).

To this effect, local involvement stands out as an essential ingredient for achieving a successful form of development because it provides opportunities for residents to identify and solve their own problems, acquire a degree of local control and it allows the development process to be a source of pride and empowerment for community members.

Local involvement is a prerequisite for collective action, which is an equally integral part of the community development process. For example, Clarke’s analysis of the cooperative movement in rural Canada, argues that the cooperative structure has been useful for engaging citizens in community economic development, which “... rests on the assumption that ‘development’ is not solely a matter for governments or private enterprise but is a matter for common concern and action by local people” (Clarke, 1981:4). Also, according to Luloff’s discussion of communities and social change, the author argues that “to the degree that there is wide scale interest, support, and participation in a local action, both by individuals and organizations rooted in the locality, the presence of a viable community is demonstrated” (Luloff, 1997:220). To this effect, collective actions are essentially an expression of a range of coordinated interests that are effective for building cohesion and serve to mobilize community members toward achieving shared goals and objectives. Also, while this is essential for integrating

local concerns and engaging citizens in the development process, it is also an important basis for 'setting the wheels in motion' or simply 'getting things done'.

THIRD SECTOR INVOLVEMENT

The third sector represents one way in which community members have become collectively involved in the development of their communities. As mentioned earlier, the third sector depicts an alternative form of economic activity that differs from both the private and public sectors, in that, organizations and groups rely heavily on volunteer labour and donations to function and profits are used to meet a set mandate or to deliver a particular service. A strong third sector is characterized by a few outstanding features, including:

- the existence of various community groups and organizations
- a distinct volunteer spirit
- an assortment of formal and informal networks, and
- the presence of community leaders.

The third sector is significant because it represents the human resource dimension that exists within many communities and, since the goals of this sector are closely aligned with improving 'quality of life', it is obviously a vital aspect and an important vehicle for the community development process.

Community Groups and Organizations:

A strong third sector is distinguished by the existence of a variety of community groups and organizations. At the local level, they are largely community-driven initiatives because citizens usually establish them as a reflection of their own interests.

Ruckle argues, in his discussion of the distinctive qualities of third sector organizations, that “for many years now third sector organizations have been established to provide various groups in the community the opportunity to realize goals which could not be successfully undertaken in either the public or private sectors” (Ruckle, 1993:59). This is because, on the one hand, these structures have the potential to enhance the quality of people’s lives because they reflect a range of interests such as, health, education, religion, politics, culture, recreation, environment, research, transportation, communication, social protection, charitable causes, economy, and such (Tice and Salamon, 2000:17; Quarter, 1992:167). On the other hand, their unique access to a mix of resources (ie: volunteers, networks, donations, public-private funding, etc.) also enables them to address special issues, deliver services to the public, and generally to act as vehicles for local developments.

Some have argued that third sector organizations are appropriate as a tool for economic developments because they combine economic pursuits with social objectives (Clarke, 198:4; Ross and Usher, 1986). However, considering volunteers are largely responsible for both directing and carrying out most of their activities, it is not surprising that these kinds of organizations maintain a high level of public accountability while also giving community members a degree of control over local developments. To this effect, third sector organizations and groups stand out as having the potential to contribute to the development process and to sustain rural community life.

Voluntary Activity:

A strong third sector depends upon a high level of ‘volunteerism’. Voluntary

contributions exist as donations (ie: money, in-kind supports, goods or services, etc.) and in the act of volunteering, which involves significant contributions of time and energy. According to Quarter's discussion of the social economy, voluntary activity is "... a purer form of donation since, unlike financial contribution for which the provider derives a tax credit, volunteers derive only the satisfaction of their contribution" (Quarter, 1992:7). However, since volunteering tends to be a highly personal activity, it may also depend upon an individual's level of enthusiasm, passion, and commitment toward a special interest. For many, volunteering is an important form of social interaction and, to the extent that it serves to bring community members together, volunteering can be effective for enhancing the quality of people's lives, for promoting community cohesion and for encouraging residents to act collectively regarding a particular cause or issue (Lewis, 1979:195).

Voluntary activity is also integral to the existence of many third sector organizations. According to Ross and Usher's discussion of the informal economy, volunteers create most third sector organizations and "in many smaller, and particularly emerging organizations, volunteers do most of the fund raising, administrative and direct service work to ensure that the organization is strongly attached to the community" (Ross and Usher, 1986:64-5). Yet, although these organizations depend on voluntary activity to function, they also offer a venue that is conducive for finding valuable and transferrable skills such as, office procedures, mobilizing other people, participating in a meeting, dealing with conflicts, reaching a consensus, forging networks inside and outside the community, implementing projects and delivering services (Reimer, 1992:5). Thus,

voluntary activity has become important for accomplishing a range of both personal and community-oriented objectives and, since it encourages people to become involved in their communities, it is essential for strengthening and supporting local developments.

Community Networks:

A strong third sector relies on the existence of community networks. Networks can be either informal (ie: connections between friends, kin, neighbors, acquaintances, etc.) or formal (as with partnerships between groups, organizations, enterprises, etc.) but, for the most part, they comprise a vast chain of interrelationships between individuals and groups. At the local level, these relationships are an important aspect of community life because they are a form of interaction and may lead to greater levels of participation, integration and cohesion (Lewis, 1979:193). Yet, since they also function as lines of communication by bringing people closer together, networks can be a basis for collective action and a particularly important part of the community development process. They can certainly be used to coordinate activities between the public, private, and third sectors and for gaining access to information, programs, services, funding, and a variety of in-kind supports. However, networks that extend outside the community are also valuable for getting to resources that are not situated at the local level. For example, Reimer's discussion of the importance of 'social networks' to rural community development, argues that "rural people are especially vulnerable to cutbacks since the cost of providing services over large distances is so high. Under conditions where the formal services are lacking, informal networks become even more important, not only to provide the services directly, but to make it possible for those in need to get access to the formal ones that

exist” (Reimer, 1992:2). Thus, to the extent that community members recognize the importance of forging and nurturing these valuable relationships, networks can be a tool for the development process.

Community Leaders:

A strong third sector relies upon the strength and dedication of local leaders. In fact, leaders are integral to the community development process because they display an ability to uphold visions for desired changes, provide assistance in times of need, represent the interests of local people, and participate in the decision-making process (Israel and Beaulieu, 1997:182). According to Sokolow’s discussion, which emphasizes the importance of leadership in the implementation of rural economic development, local governments are important leaders in rural communities and have been instrumental

... for securing outside assistance for local projects, including federal and state funds for capital improvements, planning, and business support ... Furthermore, their special status as democratic institutions, gives local governments the opportunity to obtain citizen support for specific projects, through public hearings and the appointment of advisory groups. Even purely symbolic actions, such as providing formal endorsements without using local funds or other concrete local resources, can be a useful means of promoting projects (Sokolow, 1997:206).

Thus, because of their special powers and influences, local governments can access tools, influence outcomes, and lend their support to the community development process. In some communities, this may involve supporting the activities and development of third sector groups and organizations, however, it is likely that these kinds of groups would not exist without leaders of their own who were innovative and passionate about their interests and their community. On one hand, these kinds of structures are conducive for leadership training because they teach responsibility, organization, and a variety of other

transferrable skills that are integral for attaining goals and meeting objectives. On the other hand, these organizations and groups provide leadership by representing local concerns, mobilizing community members, using networks to collaborate with other groups, and finding a variety of private-public resources to contribute to local developments (Clarke, 1981; Ross and Usher, 1986; Quarter, 1992). To this effect, leadership is essential for improving residents' quality of life and for maintaining control over the scope and direction of local developments.

RURAL TOURISM

Although many rural communities have turned to tourism to regenerate their economies, the reality is that the industry's economic lure may also be accompanied by a variety of outcomes which conflict with physical, cultural, and social aspects of peoples lives. The result has not only been an increasing concern for tourism's ability to enhance residents' quality of life, but it also prompts the question of what, then, is a successful form of tourism development?

A 'bottom-up' approach is often advocated for achieving a form of tourism that enables residents to have control over the scope and direction of tourism development. In Murphy's examination of tourism development, he reasons that "tourism's potential for economic and amenity development has been seized upon by various levels of government, [and] the result has been top-down planning and promotion that leaves destination communities with little input or control over their own destinies" (Murphy, 1985:153). Others have emphasized the importance of local involvement for attaining a

successful and community-oriented approach that is sensitive to local needs (D'Amore, 1983; Murphy, 1985). In this way, Becker and Bradbury's case study on tourism and community development advocates a 'participatory approach' which is based on the premise of local involvement and the idea that "... local people will tend to be more supportive of tourism if they are actively involved in planning and implementing tourism policies and programs" (Becker and Bradbury, 1994:274). However, local involvement also enables residents to incorporate their views and values into the process by participating in the conservation, interpretation, and communication of local resources. For example, Vitols' study on the Yukon First Nations' participation in tourism, argues that aboriginal involvement in the interpretation and development of heritage sites is important because it "... promotes a better understanding between Native and White cultures" (Vitols, 1992:262). To this effect, local involvement seems important for achieving a successful form of tourism because it generates support, leads to greater levels of local control, and has the potential benefit both the locals and the tourists.

More recently, tourism development has become associated with a global concern for 'sustainable development'. One of the most commonly cited definitions of this notion is the 1987 World Commission on Environment and Development's (or the Bruntland Commission), which refers to it as a form of development that aims to meet present human needs and use society's natural resources without compromising the capacity for future generations of people to do the same (OECD, 2000:4; Staite and Wong, 1995:3; Yukon College, 1998b:15). To this effect, researchers have explored the possibility of establishing a common ground to both assess and achieve a sustainable form of tourism.

Maintaining people's quality of life and enabling a degree of local control are elements considered integral to the industry's success. For example, the 1998 "Sustainable Development in the Arctic" conference, held in the Yukon and attended by representatives from eight circumpolar countries, aimed to consolidate approaches and develop priorities for sustainable forms of development. Although several core themes were identified through presentations and workshop discussions, the resulting recommendations for sustainable tourism development emphasized the need to reduce environmental, cultural and social impacts, and to establish local control over the industry (Yukon College, 1998b:159). Similarly, recent OECD efforts have involved devising a sustainable tourism approach that promotes respect for the environment, the well-being of local populations and enjoyable tourist activities (OECD, 2000:3). However, because researchers recognize that perceptions of sustainable tourism vary and the idea often means different things to different people, they advocate the use of a measurement tool to ensure that sustainable tourism goals reflect the "overall development concerns of the given area" (OECD, 2000:4). To this effect, their approach focuses on four main dimensions (environmental, economic, social, ethical) of sustainable development, identifies definitive criteria for each area, and proposes indicators and elements of measurement (both quantitative and qualitative) that local actors can use to evaluate tourism practices (OECD, 2000:8-13). This approach is useful because it considers several aspects of people's well-being, allows for the consideration of unique circumstances, and recommends a standard framework that interested decision-makers could use to carry out a sustainable tourism approach at any level.

Local involvement continues to be associated with successful community tourism initiatives. In fact, participants at the 1995 “Tourism and Sustainable Community Development” conference in Newfoundland widely emphasized the significance of local people for attaining sustainable tourism development. For instance, Slade argued that the notions of tourism, community development, and local participation are intricately linked because

tourism is unlike most other industries in that often the community itself is, in a sense, the product. So it’s difficult to talk about tourism *without* talking about community development. Tourism development can’t fail to have an important impact on the community, and if it’s going to succeed, the community itself must support the development wholeheartedly. That means the community must participate in the decision making, and participate from the beginning. They must be leaders in the development of the strategy (Slade, 1995:129).

To this effect, Newfoundland’s Regional Economic Development zones was offered as an example of how local people have become involved in a tourism network that involves the coordination of all sectors of the economy, provides regional autonomy over the decision-making process, extends local activities to other levels of the development process, and connects communities to a greater process of tourism planning (Slade, 1995:133).

Thus, since local involvement is considered integral for tourism’s success, addressing the role of the third sector may also be important. For example, the Heritage Canada Foundation is recognized as a national level non-profit organization and their Heritage Regions programme encourages rural regeneration and local opportunities for involvement in tourism development. In fact, the approach has been applied to ten rural areas in Canada and is based upon the community development framework, which

emphasizes public participation because “... it builds general support, recruits and grooms leaders, attracts volunteers and creates a critical mass of communities willing to work together in a region” (Weiler, 1996:55-6). Brown’s comparative case study of the approach suggests that it is a step towards a sustainable form of tourism because it promotes education, entrepreneurship, conservation, and cooperation, by involving residents in activities such as, building regional coalitions, fund raising, working with governments, establishing local non-profit organizations, dealing with conflicts, defining regional boundaries, assessing community needs, developing goals and objectives, conducting inventories of heritage resources, and using local resources for publicity (Brown, 1996:175). Thus, although the organization (Heritage Canada Foundation) serves as an example of the third sector’s involvement in tourism, the approach is also significant because it encourages local citizens to become involved in tourism through the third sector’s activities.

For the most part, there appears to be a consensus that attaining a successful form of rural tourism development consists of maintaining several aspects of people’s quality of life and ensuring opportunities for local participation in the development process. This project argues that the third sector is a vital aspect of community life in many rural communities and represents one way in which community members may become involved in achieving successful developments. A strong third sector relies on the support and dedication of community volunteers, leaders who can guide community initiatives, networks that can be used for communicating and mobilizing valuable resources, and community groups and organizations that pursue economic objectives

with a social commitment. The case of Dawson City is an example of a rural community that has a strong third sector and a further examination is expected to provide a better understanding of the role that this sector has played in the community's development.

DATA COLLECTION

A Comparative Framework:

This project has consisted of an analysis at the community level within a comparative context. The first comparison has consisted of evaluating tourism development in Dawson City over time. The time frame that has been the focus for this comparison has been 1950 to the present because that is roughly the time at which the third sector in Dawson City began to take an active and official role in the creation of a tourist economy. The second comparison has consisted of comparing and contrasting various aspects of the case of Dawson City with other communities. Two types of comparison communities have been examined. The first are those which also depend on tourism as the main source for their economy. The second are those that are similar to Dawson but do not depend on tourism as the main source for their economy. These comparisons provide a means to place Dawson City within the broader context of tourism-based communities, and rural communities overall, and they will help to determine the extent to which the Dawson City case is unique.

The comparison of the case of Dawson City and the two types of communities has relied upon available data and has, therefore, been based upon an analysis of census data obtained from a Census Subdivision (CSD) database. The database, which has been

developed as part of the New Rural Economy (NRE) project, was devised with the aim of combining aggregated census and geographical information with community level service, organization and infrastructural information. It presently contains relevant aggregated data concerning economic, demographic and labour force information from the 1991 Canadian Census and it was collected by Statistics Canada ¹.

The CSD database has enabled a comparative analysis between communities that have tourism as the main source for their economy and those that do not. The communities have been selected for this aspect of the analysis on the basis that they are similar to the case of Dawson City in terms of tourism, population, and rurality. The first criteria for selecting cases consisted of isolating those designated as rural. The second criteria for inclusion consisted of selecting those communities that displayed the same level, or greater, of tourism development. Within this study, level of tourism development reflects a combined level of service occupations and accommodation/food/beverage industry employment because these industries tend to be predominant in tourist-based economies. The chosen communities displayed the same level, or greater, of tourism as the case of Dawson City. Finally, the last important criteria for inclusion within the analysis related to the population level. Since the data depicted Dawson City with a population of 970 people, the communities also had to share a similar population level and only those that had a population of more than 500 and less than 1500 people were included within the analysis.

¹ I wish to thank Statistics Canada and the New Rural Economy Project of the Canadian Rural Revitalization Foundation for the use of this data.

The first selection of cases from the database yielded twenty-one cases. Several cases were then eliminated from the analysis on the basis of two criteria. Communities categorized by Statistics Canada as ‘unorganized’ communities also had no name to identify them. Despite the statistical information that depicted these communities, it seemed logical that, without a name, they would be unlikely to benefit from the tourism sector of their economy in a similar fashion to the case of Dawson City. In addition, communities that displayed high levels of government industry employment were also eliminated. Since there are several communities in rural Canada that thrive on government-based industries, and the purpose of this study has been to evaluate tourist-based economies, eliminating these types of communities was necessary. These cases were eliminated in circumstances where the level of government industry employment was greater than the combined levels of service occupations and accommodation industry employment, which depict a tourist industry.

The final selection yielded ten cases that were distinguished further in terms of tourist-based communities and non tourist-based communities. Four cases showed high levels of employment in an industry other than tourism. For instance, in Moonbeam (Ontario) employment within the manufacturing industry (25.2%) is greater than in tourism (24.8%), in Pickle Lake (Ontario) mining industry employment (25.6%) is greater than tourism (23.8%), in Stikine (British Columbia) mining industry employment (33.8%) is greater than tourism (23.6%), and in Granisle (British Columbia) mining industry employment (59.6%) is greater than tourism (22.3%). Since these cases might be dependent on an industry other than tourism, they have been categorized as non

tourist-based communities. The six remaining cases included Norris Point (Newfoundland), Telkwa (British Columbia), Ignace (Ontario), Rocky Harbour (British Columbia), Machin (Ontario), and Watson Lake (Yukon). Since these communities showed higher levels of tourism industry employment than any other local industry, denoting a dependency on tourism as the main source for their economy, they have been categorized as tourist-based economies. Therefore, this sample of CSD's have been compared with the case of Dawson City in terms of a selection of variables for evaluating aspects of community life.

The dimensions of quality of life that this study has focused on include the economy, arts and leisure, and social supports. These dimensions were chosen simply because they reflect the areas of life where the activities of Dawson's third sector appear to be the most predominant. The economic dimension considers employment, seasonal workers, and population shifts & diversity. The arts and leisure dimension focuses on the existence of arts & cultural programs and facilities, arts & cultural activities and events, sports & leisure facilities, and sports & leisure activities and events. The social supports dimension focuses on education, health & safety, religion and the environment.

Wherever possible, this study has used appropriate statistics from the CSD database to make comparisons between the case of Dawson, tourist-based communities, and non tourist-based communities and, since the selection of study cases resulted in six tourist-based and four non tourist-based communities, the statistical means were used as a basis of comparing the case of Dawson and the two types of communities. The statistics selected from the database for comparing communities include, community industries,

self-employment, change in employment, part-time employment, minority population, aboriginal population, and post-secondary education.

An advantage to using the CSD database for this project is that it has served as a practical way of comparing statistical information for several communities that are similar to the case of Dawson City. This has been especially beneficial since financial and time restraints have meant that many of these communities could not have been visited otherwise. However, the greatest disadvantage is that the database predominantly includes economic and demographic data which, not only provides a limited description of the range of dimensions of community life, but also restricts a comparative analysis regarding the role of the third sector within rural communities. Therefore, this study has relied heavily upon the field work component to accumulate additional information regarding the case of Dawson City.

The Field Research:

The field component of this project has been carried out while working in the community and has, therefore, involved obtaining information as a participant observer. Interviews were conducted with community members, representatives of local third sector groups, and local government officials to gain information regarding the community of Dawson, tourism development, and the role of Dawson's third sector. The field component was useful for providing access to a variety of formal and informal documents, studies, books, and media items relating to the community of Dawson City and the Yukon's tourism industry overall. Some of these items were obtained from local organizations, while others were available at the Dawson City Community Library and

through the Tourism Industry Association of the Yukon's Resource Library in Whitehorse. In addition, since the Internet has also become an important tool for making a wide amount of information more accessible, web-sites were useful for obtaining general information regarding regional level third sector organizations and some activities of Dawson's third sector groups.

CHAPTER 3

THE CASE OF DAWSON CITY: AN EVALUATION OF TOURISM DEVELOPMENT

BACKGROUND

Dawson City is remotely situated in northern Canada's Yukon Territory. Map 1 provides an outline of the Yukon Territory, showing that Dawson City is one of the Yukon's most northerly located communities and is accessible via two main highway routes. The Klondike Highway links Dawson City to the Territory's urban centre and southern capital of Whitehorse, which is approximately 536 kilometres South-East of Dawson with a 24,000 person population (Yukon Economic Development, 1999b). The

Top of the World Highway begins across the Yukon River, in the sparsely populated area of West Dawson, and continues toward the Canada-Alaska border. Although it is well traveled during the summer months, when the George Black Ferry provides passage across the Yukon River, the road closes in the winter and

an ice bridge is a crossing for community members that reside across the river.

Figure 1 shows Dawson City nestled at the confluence of the Yukon and the Klondike Rivers, set amid a panorama of rolling hills and greenery, and bordered by age-old tailing ponds that mark Dawson's earliest mining days. Yet, despite the community's clearly isolated location, it continues to provide valuable services to the Klondike Valley's



Figure 1: Aerial View of Dawson City.
Copyright Parks Canada.

MAP 1: THE YUKON TERRITORY



Source: National Geographic Society. "Canada's Vacationlands." A map supplement produced by the Cartographic Division of the National Geographic Society for "The Search for Early Man." National Geographic 168:5, November, 1985.

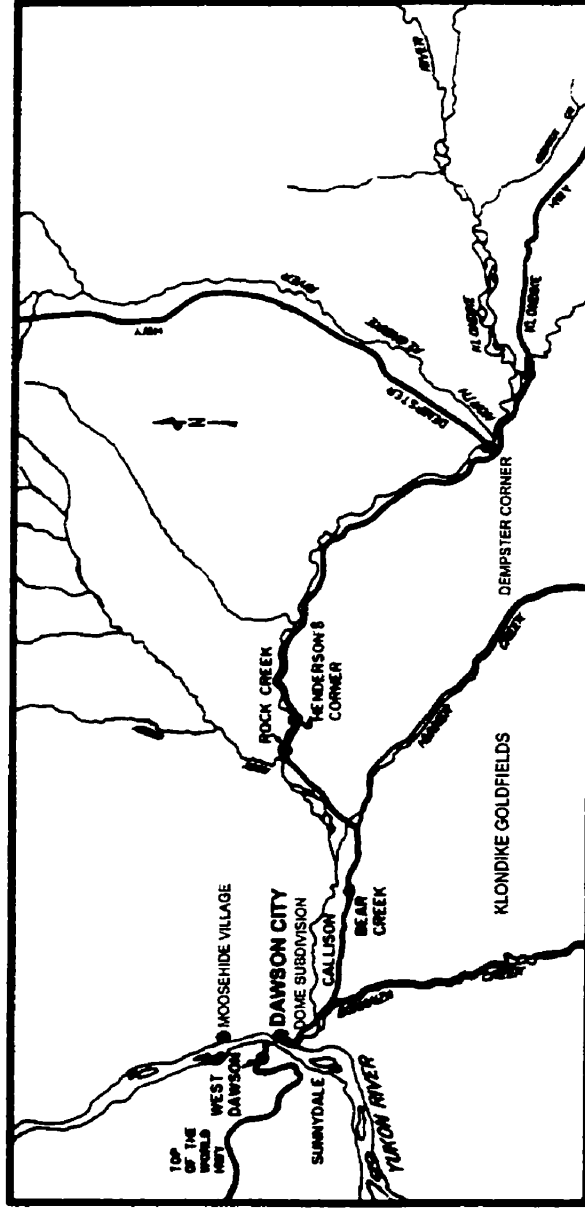
residents. The Klondike Valley Region (map 2) roughly includes, the populations of Dawson City, the outlying areas (Moosehide Village, West Dawson, Sunnydale, Dome Subdivision, Callison Industrial Subdivision, Bear Creek, the Goldfields, Rock Creek, Henderson's Corner, the Dempster Corner), and those who live in the bush, along the Yukon River, and on many nearby creeks. Although most of these areas fall outside the town boundaries, inhabitants are commonly referred to as "Dawsonites" because they are involved in the community, participate in local activities, and share in the community's development process. Therefore, within this project, 'community members' are considered 'Dawsonites', referring to people who are residing in the Klondike Region area.

The Gold Rush History:

Dawson's tourist industry is based on the legacy of the Klondike Gold Rush. It began on August 17, 1896 when gold was discovered on "Rabbit Creek" (renamed "Bonanza Creek"), a tributary of the Klondike River, and it culminated in an international stampede that drew approximately 33,000 people to Dawson City during 1897-98. At that time, the town's amenities matched the demands of the population and Dawson displayed a turn of the century metropolitan flavour that resembled other popular cities around the globe. It was also not long before Dawson was recognized as 'the largest city west of Winnipeg and north of Seattle' and coined the 'San Francisco' or 'Queen City' of the North.

The gold rush event has become prominent to the north's history and development. In one of Berton's famous writings about the Klondike Gold Rush, the author describes how an estimated,

MAP 2: THE KLONDIKE VALLEY REGION



Source: Yukon Community and Transportation Services. Klondike Valley District Land Use Plan. Prepared by the Klondike Valley Steering Committee for the Yukon Territorial Government, September, 1988.

one hundred thousand persons ... actually set out on the trail; some thirty or forty thousand reached Dawson. Only about one half of this number bothered to look for gold, and of these only four thousand found any. Of the four thousand, a few hundred found gold in quantities large enough to call themselves rich. And out of these fortunate men only the merest handful managed to keep their wealth (Berton, 1958:417).

The event was unique because, despite location and isolation, it attracted several people to the north and contributed to the settlement of the Yukon Territory. However, it has also become symbolic of the determination of the many men and women who attempted the northern route with the goal of discovering gold and finding a prosperous lifestyle. On the other hand, despite the extensive size and development that occurred at Dawson City, the Klondike Gold Rush was quite short lived because people were reaching Dawson while others were already pushing onward to pursue another gold strike in Nome, Alaska.

The 'Boom Town' Decline:

Dawson City's situation changed dramatically following the gold rush event. The town's population fell to 2,500 people by 1911 and then to 800 people a decade later (Coates, 1985:120). The economy also became increasingly depressed, as Whitehorse became the Yukon's leading commercial centre and the town of Mayo arose as the new mining centre (Coates, 1985:98-120; Robinson, 1998:11). With fewer mining operations in the Klondike region, the Yukon Consolidated Gold Corporation (YCGC) rose to prominence between 1923-29 and Dawson residents were largely dependent on the company for their livelihood during this period (Robinson, 1998:12). However, due to rising costs in mining production, the company was forced to suspend operations at their

Bear Creek Complex during the 1960's (Robinson, 1998:12). Figure 2 pictures the YCGC's Gold Dredge # 4. It was relocated to Bonanza Creek after it stopped operating in 1959, acquired by Parks Canada in 1977 as a tourist attraction, and underwent major rehabilitation during the 1990's.

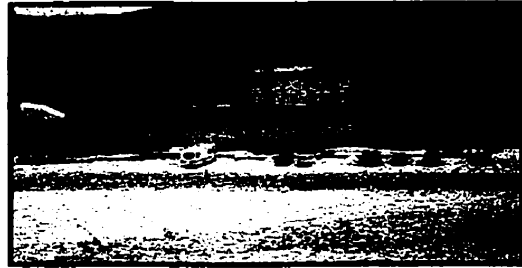


Figure 2: Dredge # 4 - Originally owned by the YCGC and restored by Parks Canada. Photo courtesy of Dylan McDougall.

A half century after the gold rush event, Dawson City faced a pivotal point in its development. The 1950's introduced a population of only 500 people and the realization that Dawson was becoming a ghost town (Berton, 1958:512). Furthermore, when the territorial capital transferred to Whitehorse in 1953, it delivered a final blow to Dawson's reputation and signaled that its two main industries (government and mining) were disappearing. In Robinson's discussion of tourism in Dawson City, the author points out that,

communities that are based on resource exploitation soon face a choice of fading away or finding a new resource base. Most fade away. Some towns find other services to provide or become tourist centres. One of the first towns in western Canada to face this choice was Dawson City. Dawson's glory was tied to the Gold Rush and the town had to turn to the remnants of that glory to stay alive. The buildings were still more or less standing (Robinson, 1998:17).

Hence, Dawson's potential was linked to the fact that it was the site of one of the world's greatest gold rushes but its new challenge was transforming this historical legacy into a viable tourism industry.

A Tourist Economy:

Dawson's 'touristic' appeal dates to the gold rush event. In fact, the first tourists known to enter the Yukon were two affluent women who traveled by steamship to Dawson in 1898 to experience 'gold rush fever' (Synergy West Ltd., 1975:11). Over the years, publications about the Yukon and the gold rush event have also generating interest in Dawson as a tourist destination. For instance, the writings of Jack London, Robert Service and Pierre Berton are examples of writers who have glorified the community's history and, as past residents, their homes have been preserved in a vicinity of Dawson known as 'Writers Row'. On the other hand, the potential for tourism has obviously increased because of improved accessibility. Although the White Pass and Yukon Route Railway out of Skagway, Alaska was completed as the gold rush was entering its decline, it relied on tourists into the 1930's. Steamships were also a popular form of travel into Dawson until the 1950's (Robinson, 1998). Furthermore, with the completion of the Alaska Highway in 1943, the Klondike Highway by 1957 and the Dawson City airport in 1976, northern travel has become even more convenient for tourists (Coates, 1985:175).

Yet, local involvement also stands out as an important part in the creation of Dawson's tourist economy. For example, during the first half of the century, community members participated by greeting Dawson's visitors in period costume and bringing them on tours of the town (Robinson, 1998). Also, the International Order of the Daughters of the Empire (IODE), a local charitable women's group, created one of the first tourist attractions when they began preserving the Robert Service's Cabin in 1914. Today, the group participates in the annual Commissioner's Tea event (figure 3), which was

initiated by a former Yukon Commissioner's wife (Martha Black) who held teas and receptions to entertain visitors on the lawn of the Commissioner's Residence between 1900-1916. In fact, Dawson's residents have always participated in the development of tourism and their involvement continues to contribute to the success of Dawson's tourist economy.



Figure 3: The Commissioner's Tea Event - An annual summer event held at the historic Commissioner's Residence. Photo by Jay Armitage. Copyright Parks Canada.

FEDERAL INVOLVEMENT

The federal government's involvement has been essential to the development of tourism in Dawson City. Their official involvement began in 1959 when the Historic Sites and Monuments Board (HSMB) of Canada recognized the national significance of Dawson City and the goldfields (Margeson, 1999). However, members of the Department of Northern Affairs initiated further involvement by contracting the assistance of a private theater company to investigate the feasibility of holding an annual event to promote northern culture (Robinson, 1998:29; Spotswood, 1996b:3). This interest led to the creation of the Dawson City Festival Foundation, whose board of directors included government representatives and some local residents, and they began to plan for the 1962 Dawson City Gold Rush Festival (Robinson, 1998:29).

The event was significant for Dawson's tourism development because it was the first attempt to coordinate, organize, and host a major visitor attraction. At the local level, the

Festival committee initiated preparations (ie: a town clean up, new boardwalks, erected signs, and minor paint and repairs on old buildings) with the cooperation of the public, private, and third sectors (Robinson, 1998:30-35). Also, the federal Department of Indian and Northern Affairs brought the steamer Keno to Dawson and initiated restorative work on the Palace Grande Theater in 1960. The Theater (figure 4) was acquired from the local tourist organization, was fully restored by Parks Canada and acted as the main attraction for the Festival event (Robinson, 1998:29-30). Although the event was considered a financial failure, it was successful for bringing approximately 18,500 visitors to Dawson and it drew further attention from the HSMB who



Figure 4: The Palace Grande Theatre - Restored by Parks Canada in 1960. Photo by author.

initiated an evaluation of Dawson’s historic buildings in 1966 (Robinson, 1985:36). Community members gave a presentation to HSMB representatives in Dawson on the value of the community’s historic resources and, in 1967, they responded with a formal decision to fund the national commemorative program in Dawson and acquired several historic buildings to form the ‘Historic Site Complex’ (Robinson, 1998:42-43).

Parks Canada:

In Dawson City, Parks Canada administers the Klondike National Historic Site (KNHS) program. The HSMB’s National Historic Sites Policy guides their activities and their official role consists of providing managerial, policy, planning, research and technical facilities and services, to support the national commemorative program (Parks

Canada, 1998). Initially, when Parks Canada began setting up the program in Dawson, their activities were not positively received. Robinson alludes to this in her discussion of tourism in Dawson, illustrating that “the new money invested in the town was welcome but the new controls, enforced by Parks Canada over the historic properties, were not always appreciated by the residents” (Robinson, 1998:43). This is not surprising because Parks officials were largely from outside the community and, although their aim was to preserve Dawson’s precious buildings, their expertise and their adherence to the program’s procedures and guidelines were foreign to the lives of locals.

Today, Parks Canada’s activities are widely respected by the local people and their involvement has apparently been integral to the community’s success.

Parks Canada’s involvement has been beneficial for Dawson’s development. It has generated year-round training and employment for community members, which has been important for maintaining a stable population and acts as a long-term investment in the community’s development. Also, since many Parks employees are longtime residents and active volunteers, it is apparent that the KNHS program continues to be carried out by people who have a clear ‘stake’ in the direction of local developments. Furthermore, Parks Canada’s access to external resources (ie: information, funding, etc.) has been essential for Dawson’s tourism development because it has facilitated restorations that the community might not have achieved otherwise.

In fact, Parks Canada is accredited with preserving and maintaining approximately twenty-five historic properties in Dawson (Appendix 1). Since some sites have been fully restored, they have also become both practical and economical because they enable

tourist and non-tourist activities to run smoothly and offer public access as tourist attractions, information centres, housing units and office space. Still, the majority Parks Canada's sites are not accessible to the public and offer limited interpretations (ie: window displays and signs). However, this is hardly surprising considering the number of properties that comprise Parks Canada's agenda in Dawson and the fact that each restorative project is both costly and time consuming. At the moment, Parks Canada continues to explore the possibility of restoring some of these additional sites, to improve their public access and their use as future tourist attractions (Margeson, 1999).

For the most part, Parks Canada's activities continue to involve a wide amount of exchange between the public (local governments, various public agencies), private (residents, business owners) and third (community groups, organizations, committees) sectors. At first, this exchange was rather informal, including residents' donations of private properties to the historic sites program. The Robert Service Cabin (figure 5) serves as an example of a historic property that community groups (IODE, KVA) and the City of Dawson originally maintained before it was donated to Parks Canada, who finished restoring it around 1971 as a tourist attraction and incorporated an interpretive program in the form of daily poetry recitals (Robinson, 1998:46).

These days, their informal activities involve

helping community members and groups with the interpretation and conservation of

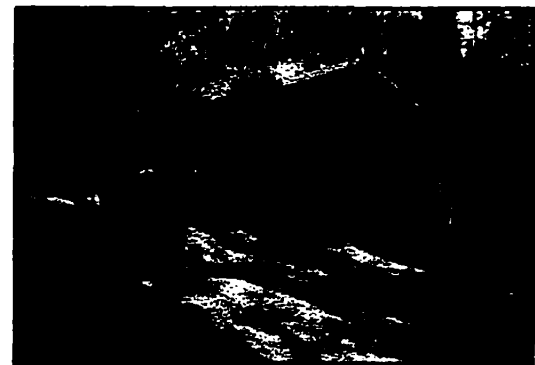


Figure 5: The Robert Service Cabin - Administered by Parks Canada since 1971. Photo courtesy of Paul Gowdie.

cultural and historic resources (Margeson, 1999; McLeod, 1999). Representatives also support annual community tourism events (ie: the Commissioner's Tea, Commissioner's Ball, Canada Day and Discovery Days celebrations, etc.) by providing endorsements, volunteering and working with local committees and groups to implement events. More formal relationships include leasing arrangements, which places the responsibility for maintaining restored sites with Parks and ensures that the community continues to have active use of them. However, Parks also works closely with other local tourism representatives (KVA, Yukon Tourism) to provide visitor information services at the community's Visitor Reception Centre (VRC) and officials share their expertise as voluntary representatives on the Boards of Dawson's major tourist organizations (KVA, KCS) (Margeson, 1999). These kinds of networks stand out because they have enabled Parks representatives to work extensively with other community organizations to promote and develop Dawson's tourism industry.

REGIONAL INVOLVEMENT

Dawson City has also benefitted from the involvement of the Yukon government and several regional level non-profit organizations. The regional government supports community development throughout the Yukon by providing planning assistance, creating funding opportunities, and working in partnership to promote the Yukon's travel industry. The Yukon government also works with and supports the development of various regional level non-profit organizations which, in turn, provide representation, liaison, and assistance for the Yukon's communities. Furthermore, these agencies have

contributed to Dawson's success by encouraging local involvement and providing access to the tools that are necessary for community economic developments.

Yukon Territorial Government (YTG) and Yukon Tourism:

The regional government became officially involved in the Yukon's tourist industry in 1962 when the Department of Tourism and Information was created to compile and analyze data regarding the Yukon's travel industry (BC Research, 1977:1). The aim was to identify historic and cultural areas, develop a highway signing system, and preserve the Yukon's heritage in a way that would benefit visitors and Yukoners alike and their primary activities involved identifying data sources, collecting tourism information and clarifying the major components of the Yukon's travel industry (BC Research, 1977; Synergy West Ltd., 1974:i).

As a result of these initiatives, Dawson's history and existing resources were seen as integral to the Yukon's tourism industry. For example, in an effort to identify and rate approximately thirty-five historic Yukon sites, in terms of their importance to Yukon history and tourism potential, a 1974 report indicated that,

as the centre of the 1898 Gold Rush, Dawson City is the single most important historic site in the Yukon. It is significant on a national basis, with numerous buildings still in existence, and more in the vicinity ... the town still lives and is a major tourist destination, but a program of historic interpretation and restoration will be the future life of the community. Dawson is already a National Historic Site and further development of the town will benefit both the community and the Territory as a whole (Synergy West Ltd., 1974:11).

The report recognized that restorative programs were subject to high costs, did not guarantee further developments, or promote stable populations but it recommended that initiatives be taken to develop 'economically secure communities' by focusing on

accessible areas that could become centres of local opportunity and growth (Synergy West Ltd., 1974:26).

One way in which the Yukon government encouraged further development in Dawson was through their involvement in the community planning process. For example, in 1975, the Yukon government collaborated with the City of Dawson to produce a long-term community development plan. The plan was sensitive to the interests of residents, recognizing that the restorative program was an important part of Dawson's future but also arguing that rehabilitated structures should "... contribute actively to the life of the community and not become simply passive museum pieces of the past" (Synergy West Ltd., 1975:48). It recognized the importance of the 'nonphysical' aspects of development and advocated the involvement of various institutions (political, social, economic) with local planning authority, which were considered "... the lifeblood of a community and most instrumental in facilitating community adjustment to changing economic conditions ... " (Synergy West Ltd., 1975:96). Moreover, the plan recognized the significance of local and collective participation and suggested that,

Each of the participants, in restoring Dawson, must take responsible steps, working together as part of a long-range program of joint participation. It will involve vertical integration of grassroots participants, elected public officials, professional planners, and this at each level of the three government agencies. One element emerges as central in successful redevelopment projects that have a long-term effect, and which preconditions further redevelopment - that element is local involvement (Synergy West Ltd., 1975:93).

Dawson's proposed community plan stands out as an example of a community-oriented approach because it recognizes the value of balancing tourism with ongoing aspects of community life and endorses local involvement as an ingredient for success.

As the Yukon's travel industry gained increasing popularity, the government's support and encouragement for tourism in Dawson also increased. In fact, as the result of a partnership between the Yukon and federal governments, the Canada-Yukon Tourism sub-Agreement (CYTA) was created in 1980 as a two-year \$2 million agreement to promote tourism throughout the Yukon by providing communities with access to funding through five major programs and an additional Dawson Downtown Improvement Project (Marshall Macklin Monaghan, 1983:82-87). The agreement was timely for Dawson because a 1979 spring flood affected over half the town and damaged several old buildings (Robinson, 1998:50). It boosted Dawson's tourist industry because it created employment and improved local tourism facilities through funding for hotel expansions, new business development, casino restorations, reparations to historic building exteriors, a new Visitor Reception Centre, and proposed community and tourism plans (Marshall Macklin Monaghan, 1983:82-87). At this time, the Yukon government encouraged further tourism developments by establishing a local office and stationing a representative from the department of tourism as a community liaison to help accomplish these projects, to provide access to technical information, and to facilitate strategic research and planning initiatives at the local level (Saito, 1999). To this effect, government involvement has been beneficial for Dawson because it has provided access to resources that are necessary for developing tourism.

Over the years, the Yukon government's Tourism branch has taken on an increasingly active role in tourism development. Their focus has expanded to include marketing and promotions, ongoing planning and research, increased access to information, diversifying

tourism products, and augmenting tourism training and employment. The department has also taken on the responsibility of setting up ongoing regional tourism plans that reflect these objectives and promote long-term developments. For instance, their 1987 Tourism Strategy and Action Plan outlines several priorities and boasts a ten-year commitment toward developing the Yukon's travel industry. The plan is important because it endorses Dawson's tourism industry and encourages the third sector's involvement in developing tourism products. The 1987 plan specifies that "Tourism Yukon will work with the Klondike Visitors Association and the community ... and will continue to support non-profit associations, communities, and [Native] bands in staging of [their] special events" (Yukon Tourism, 1988). Hence, it is also significant because it promotes local involvement and advocates a partnership approach to tourism development by encouraging First Nations participation, private sector development, community involvement and liaison with all levels of governments and industry participants (Yukon Tourism, 1988:10). Furthermore, the plan introduced their strategy to stimulate tourism by promoting the Yukon's centennials and to support community involvement by allocating federal funding for local developments.

Funding Initiatives -

In recent years, the regional government has designed several funding programs to support community economic development throughout the Yukon. These programs have contributed to Dawson's success by enabling several local agencies to acquire more than \$3 million worth of assistance to carry out projects and activities that are effective for developing tourism and for enhancing the community's quality of life (Appendix 2).

Some of these programs have been particularly important for tourism development. For instance, as one of their earliest programs, the Historic Properties Assistance Contribution (HPAC) program was set up by Yukon Tourism's Heritage branch in 1987 as a community beautification initiative and it continues to encourage individuals (private home owners), community groups, societies (non-profits), Yukon First Nations and businesses to preserve, restore, develop and interpret historic properties by contributing up to 50% of the value of eligible project costs (Yukon Tourism, 1987). However, more recent programs have been created because of a partnership between the Yukon government's Tourism and Economic Development branches. One of these was the Centennial Events Program (CEP), which was established in 1995 as a four-year program to provide financial assistance to Yukon communities and groups for events that celebrated the Yukon centennials and other anniversaries (see Table 1: Yukon Centennials and Anniversaries). Between 1995-1998, eight of Dawson's applicants received a total of \$129,582 to carry out thirteen projects (Sthamann, 1999). Another was the Centennial Anniversaries program (CAP), which was set up concurrently with the CEP fund, and provided communities and groups with funding for tourism infrastructure. In Dawson, the Klondyke Centennial Society and the Tr'ondek Hwech'in First Nation were jointly approved for \$1,675,000 to construct the Han Cultural Centre and to develop the waterfront area by improving the dock facilities, interpretive displays, green space and recreational facilities (Sthamann, 1999).

Dawson has also benefitted from several additional programs that the Yukon government's Economic Development branch has created. For instance, between 1997-

1999, eleven of Dawson's applicants received a total of \$948,300 from the Community Development Fund (CDF) to carry out twenty-two projects (Sthamann, 1999). The CDF program was created to promote social and economic vitality within the Yukon's communities and it encourages non-profits, community organizations and associations, school councils, business and industry associations, development corporations, First Nations, and municipal governments to set up "... projects that will improve the quality of community life" (Yukon Economic Development, 1999a). Also, when the Community Projects Initiative (CPI) temporarily replaced the CDF program in 1997, three of Dawson's applicants received a total of \$53,000 for projects oriented toward developing community-based employment and training (Yukon News, 1997:57). Furthermore, in 1999, additional programs were created to promote the regional government's trade, investment and diversification strategy by providing businesses, community groups, and local governments with up to \$50,000 to help with the development, expansion and marketing of new and existing tourist products (Yukon Economic Development, 1999a). One of these programs was the Tourism Marketing Fund (TMF) and two of Dawson's applicants received a total of \$38,000 to help with marketing and promotional projects (Lonneberg, 1999).

Although these programs illustrate some different kinds of funding that the public (local governments), private (residents, businesses) and third sectors have benefitted from, it shows that Dawson's third sector has been particularly successful at getting the necessary funding to carry out their projects. This success may be linked to the fact that their projects have been in-line with the program requirements. For example, the CDF

program ranks applications according to a list of priorities that were established through public consultations. Also, the 1987 Tourism Action Plan shows that, “an important consideration for government approval of funding requests will be the degree to which these requests meet the quality, quantity, variety, uniqueness, and value for money criteria ...”, as outlined within the plan (Yukon Tourism, 1988:10). However, the government also ensures successful project funding by urging applicants to submit early proposals and to communicate with program officers to identify weaknesses early and to give general assistance the application process. For the most part, the programs are significant because they encourage local participation, they provide opportunities for local people to set up community-oriented projects, and they enable communities to have a degree of control over local developments.

Third Sector Organizations:

Over the years, several third sector organizations have developed at the regional level and some of them have been particularly important for promoting community economic developments. These kinds of organizations are significant because they represent local interests (ie: political, economic, cultural, etc.) and give communities a greater voice at the regional level. However, they are also effective for providing community support (programs, information, membership benefits, etc.), creating opportunities for local involvement, liaising with senior levels of government and generally increasing the level of communication between the local and regional levels.

The Association of Yukon Communities (AYC) -

Dawson City’s involvement with the Association of Yukon Communities (AYC) dates

to its incorporation in 1975, when a former mayor was recognized as a founding member, and Dawson's current mayor acts as President on the Executive Board (AYC, 1999). Their mandate has been "to further the establishment of responsible government at the community level and to provide a united approach to community ambitions" (AYC, 1999). The organization provides support and information to the Yukon's communities regarding legislation, land claims, funding, and resource development, and their services include, lobbying, liaising with all levels of government, providing representation on the Federation of Canadian Municipalities, administering funding for local governments, sharing information among local governments, coordinating an annual conference, and providing insurance and benefits for their members (AYC, 1999). The AYC receives a wide amount of sponsorship from the private sector and is directed by a variety of boards and committees that comprise municipal government representatives.

The Tourism Industry Association of the Yukon (TIA-Yukon) -

The Tourism Industry Association of the Yukon (TIA-Yukon) has played an important role in promoting the Yukon's tourism industry. The organization was originally founded as the Yukon Visitors Association (YVA) in 1973 but their activities soon expanded and, in 1987, they changed their name and board structure to include representation from all regions and sectors (TIA-Yukon, 1999). In fact, some of Dawson's community members currently serve as volunteer representatives on TIA-Yukon's boards and committees. TIA-Yukon has always worked closely with the Yukon government's tourism branch. For example, formal involvement began in 1978 when the Yukon Tourism Marketing Council was created as a joint body to advise the Minister of Tourism on marketing the

Yukon and they were again instrumental in creating the Yukon Tourism Education Council in 1995 to provide training and certification for tourism industry employees (TIA-Yukon, 1999). Their mission is “to speak with a common voice to influence, promote and assist the development of tourism in the Yukon” and they currently represent approximately 300 tourism businesses (TIA-Yukon, 1999). For the most part, TIA-Yukon represents the interests of industry participants, acts as a liaison between the government and the public, and provides community support through programs (Appendix 3) which largely encourage private sector developments, promote partnerships among the three sectors, and stimulate tourism-related training and employment.

The Yukon Anniversaries Commission (YAC) -

The Yukon Anniversaries Commission (YAC) was created by Yukon Tourism in 1989 to plan, implement, and promote a decade of centennial and anniversary celebrations (Table 1). During their tenure, the YAC was responsible for coordinating the Klondike Gold Rush Centennial program and providing community groups and associations with endorsement, organizational assistance and access to funding for commemorative events (YAC, 1997). Since Dawson was the site of several key celebrations, community members provided regional representation as voluntary members on the YAC’s Board of Directors and filled the position of Community Liaison Officer at the local level. However, the YAC also worked in partnership with the Yukon government, Yukon municipalities, a variety of tourism associations, and several private businesses to promote the Yukon’s gold rush history, to create awareness of the Yukon and First Nations populations, and to increase the communication and exchange between Yukon

TABLE 1: YUKON CENTENNIALS & ANNIVERSARIES

-
- | | |
|-------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1996 | - Centennial of Discovery of Gold on Bonanza (Rabbit) Creek
- Centennial of St. Mary's Catholic Church in Dawson City
- Centennial of St. Paul's Anglican Church in Dawson City
- 50 th Anniversary of the Transfer of Administration of Alaska Hwy. From US to Canada |
| 1997 | - Centennial of Yukon Order of Pioneers at Dawson City
- Year of Transportation - The Stampede Begins |
| 1998 | - Centennial of Klondike Gold Rush
- Centennial of the Formation of the Yukon Territory
- Centennial of Yukon Field Force |
| 1999 | - Centennial of First Government Approved School
- 20 th Anniversary of the Official Opening of the Dempster Highway |
| 2000 | - Centennial of the Completion of White Pass & Yukon Route Railway
- 50 th Anniversary of the Incorporation of the City of Whitehorse |
| 2001 | - Centennial of the Yukon Electric Company
- 25 th Anniversary of Percy De Wolfe Sled Dog Race
- 25 th Anniversary of Yukon Gold Panning Championships
- 25 th Anniversary of Klondike Outhouse Race |
| 2002 | - Centennial of Incorporation of Dawson City
- 50 th Anniversary of Klondike Visitor Association |
| 2003 | - Centennial of Mayo |
| 2004 | - Centennial of Discovery of Gold at Burwash Creek
- Centennial of Arrival of Robert Service in the Yukon |
-

Source: Spotswood, Ken. Klondike Gold Rush Information Kit.
Whitehorse: Yukon Anniversaries Commission, 1996c.

communities (YAC, 1998).

The Yukon First Nations Tourism Association (YFNATA) -

The Yukon First Nations Tourism Association (YFNATA) is an organization that was recently created to support the First Nations' involvement in the Yukon's travel industry. The YFNATA's primary aim is "to promote and maintain the cultural integrity of native tourism. Their activities have included marketing and promotion, networking and communication, product and entrepreneurial development, lobbying and advocacy, and human resource development (YFNATA, 1999). The organization provides benefits for their members, including some First Nations business owners in Dawson City, and it is significant because it represents the interests of the Yukon First Nations population at the regional level and encourages a sustainable form of tourism development throughout the Yukon.

LOCAL INVOLVEMENT

Dawson has been successful because there has been a wide amount of involvement at the local level. On the one hand, community members have apparently become involved in Dawson's development by creating key third sector organizations to promote and develop the local tourist economy, however, they have also shared this responsibility with local government bodies. These agencies have been a driving force behind the community's development because they encourage opportunities for local participation, they share responsibilities through partnerships, and they have accessed funding that has been integral for developing tourism and improving the community's quality of life.

Klondike Visitors Association (KVA):

The Klondike Visitors Association (KVA) represents one way in which community members have become involved in tourism development at the local level. Local citizens who were keen to promote tourism and Dawson's gold rush history established the organization as the Klondike Tourist Bureau in 1954. Although, they soon gained a reputation for giving visitors costumed receptions, tours of the town, and hosting 'Klondike Nights' (with dancing, gambling, and theatrical stage shows) and became incorporated as the Klondike Visitors Association in 1959 (Spotswood, 1996b). In those years, the KVA comprised "a cross-section of community residents" and it continues to represent "a broad-based membership", from homemakers to clergymen and business owners (Kobayashi, 1999; Robinson, 1998). The KVA's mission is "to enhance community opportunities by attracting visitors to Dawson City while celebrating the history of the Klondike" and their activities now encompass operating Gold Rush era attractions, sponsoring special events, marketing Dawson City and the Klondike region, providing membership services, benefits, and community support (Klondike Visitors Association, 1999).

The KVA stands out as one leader in Dawson's economic development process. In fact, the organization currently administers a budget of more than \$2 million to support marketing and promotions, special events and attractions, capital expenditures, and employment contracts (Kobayashi, 1999). The KVA is structured to ensure a wide amount of representation and includes a volunteer board comprising five executives, seven board members, and advisory members represented by the City of Dawson, Parks

Canada, Yukon Tourism, and the Public Service Alliance of Canada (Kobayashi, 1999). Furthermore, although the KVA resembles a Destination Marketing Organization (DMO), because of its strong focus on marketing Dawson City as a tourism destination, it is set apart by the fact that it administers tourist attractions and provides financial support to other non-profits and community groups (Kobayashi, 1999).

The KVA has been instrumental in transforming historic properties into popular tourist attractions. For example, in 1954 they purchased the Palace Grande Theater to save it from destruction and in 1960 they

donated it to Parks Canada, who restored it as the site of the KVA's stage show productions (Spotswood, 1996a). In addition, the KVA created Canada's first legalized gambling

casino, Diamond Tooth Gertie's Gambling Hall (Figure 6). Originally established by a

charitable fraternal organization as the Arctic

Brotherhood Hall in 1901 and then used as the Community Hall, the KVA began leasing it from the City of Dawson for their casinos and shows in 1971 and has since funded approximately \$1 million in major building renovations (Robinson, 1998; Spotswood, 1996a). Today, the KVA administers six of Dawson's major tourist attractions and promotes approximately thirty-one annual events (Appendix 4). The KVA's events range from an annual general meeting that ensures a degree of public accountability regarding their activities, to an awards and appreciation night that recognizes the efforts of



Figure 6: Diamond Tooth Gertie's Gambling Hall - Owned by the City of Dawson and administered by the KVA since 1971. Photo courtesy of Dylan McDougall.

volunteers at the end of each season, and community casino events that enable other community groups to generate funding for their own activities (Kobayashi, 1999). However, most of these attractions and events have been successful because they are carried out with the assistance of the public (especially Parks Canada, YTG funding, the City of Dawson, the Tr'ondek Hwech'in), private (local businesses stage events and provide donations), and third (community groups, volunteer committees, and non-profit organizations create, organize, and carry out events) sectors. Hence, these events have been an important part of Dawson's success because they contribute to the tourism economy by attracting visitors and they are also an important aspect of community life because they are activities that the local people partake in.

Klondyke Centennial Society (KCS):

The Klondyke Centennial Society (KCS) is an organization that recently became involved in Dawson's tourism industry. The KCS was established in 1989 to develop projects, special events and activities to create awareness of Dawson's role as a "Host to a Decade of Centennials" (Miller, 1999; KCS, 1999). Their activities have corresponded with the Yukon government's initiative to stimulate tourism through the centennial celebration's program and they have been instrumental in drawing attention to a variety of additional anniversaries and centennials (Table 2) that have been specific to the development of Dawson City.

The KCS's success is linked to their ability to develop and maintain important partnerships within the community. For example, one of their initial projects involved creating the Centennial Centre as their local office building and, although it has enabled

TABLE 2: DAWSON CITY CENTENNIALS & ANNIVERSARIES

1996 - DISCOVERY

Centennial of Discovery of Gold on Bonanza (Rabbit) Creek
Centennial of St. Paul's Anglican Church
25th Anniversary of Diamond Tooth Gertie's

1997 - TRANSPORTATION

Centennial of "A Ton of Gold" Arrival Via the Steamer Portland in Seattle
Centennial of Yukon Order of Pioneers at Dawson City
Centennial of St. Mary's Catholic Church
Jack London Arrives in the Klondike
Centennial of Father Judges' Arrival
News of the Klondike Gold Strike Reaches 'Outside'
Centennial of Alaska Commercial Company
Centennial of A.C. Co. Fire Department

1998 - GOLD RUSH

Centennial of Klondike Gold Rush
Centennial of Formation of Yukon Territory
Surveyor, W. Ogilvie, Appointed Commissioner of Yukon and Head of Yukon Council
Centennial of Canadian Imperial Bank of Commerce in Dawson City
Centennial of Bank of British North America
Centennial of Dawson City Fire Department
25th Anniversary of Commissioner's Ball
20th Anniversary of Dawson City Music Festival

1999 - COMMUNICATION

Centennial of Telegraph Line to Dawson City
Centennial of Palace Grande Theatre
Centennial of Dawson Hardware Store
Centennial of Dawson City Curling Club
Centennial of First Government Approved School
20th Anniversary of the Official Opening of the Dempster Highway
Centennial of April 29th Great Fire on Front Street

2000 - THE DREDGE

Centennial of the Dredge on Discovery Claim
Centennial of Historic Post Office

2001 - HERITAGE BUILDINGS

Centennial of Territorial Administration Building
Centennial of Commissioner's Residence
Centennial of Territorial Courthouse
Centennial of Arctic Brotherhood Hall
Centennial of Dawson City Public School
25th Anniversary of Percy De Wolfe Sled Dog Race
25th Anniversary of Klondike Outhouse Race

2002 - INCORPORATION

Centennial of Incorporation of Dawson City
50th Anniversary of Klondike Visitor Association

2003 - CARNEGIE LIBRARY

Centennial of The Carnegie Library

Source: Klondyke Centennial Society. Brochure, Klondyke Centennial Centre in Dawson City, Yukon.

the organization to carry out its activities while generating money through the sale of souvenirs, it has also created employment (a year-round administration officer and part-time summer employees) for community members, it enables them to provide visitor information services and it acts as Dawson's official winter tourism office (Miller, 1999). Yet, these activities have obviously been possible because the KCS maintains an important partnership with the City of Dawson. For example, although a volunteer Board of Directors manages the KCS, it is largely viewed as "an arm of the City" because the organization receives its core funding from the City of Dawson (Miller, 1999). This funding is valuable because, as one resident has pointed out, "non-profits don't generate a lot of money ... and government grants are restricted [in that] they don't cover staff wages, O&M ...". Conversely, local government officials have recognized that "non-profits have access to government funding that municipal governments don't qualify for" and this has led to the realization that the community stands to benefit from these kinds of partnerships. Hence, the City's funding has ensured the continued existence of the KCS and the KCS's special access to government grants has enabled them to promote Dawson's anniversary celebrations and to set up important infrastructural projects.

Over the past decade, the KCS has successfully carried out more than a dozen projects (Appendix 5). These projects have contributed to Dawson's development by promoting the community as a tourist attraction, enhancing visitors' experiences and improving the community's level of attractiveness (KCS, 1996). Furthermore, they are distinguished by the fact that they have largely been implemented in conjunction with a variety of private (local businesses), public (Canada Post, City of Dawson, Parks Canada, RCMP, etc.) and

third (all major community groups) sector agencies. This is considered important because, as one organizational member has pointed out, “funding agencies look for partnerships and other sources of support” when awarding grants to applicants. The KCS has obviously recognized that this is a key prerequisite and, by striving to create projects that involve a variety of partnerships, the organization has increased their ability to obtain government funding for their projects (Appendix 2).

However, both local and external networks have clearly enabled the organization to become increasingly involved in the development of Dawson’s tourist industry. For example, their members have served on the Yukon Anniversaries Commission Board of Directors and they have also housed the office of a community liaison for the Commission (Miller, 1999). As the recently designated winter tourism office, the KCS has been active in compiling an information kit to promote winter tourism in Dawson and they have also partnered with other local groups in the preparation of a marketing strategy for Dawson (Miller, 1999). Hence, the KCS has contributed to the community’s development by actively partnering with other groups and organizations, by soliciting funding through government granting agencies, and by creating projects and activities that aim to benefit the community.

The City of Dawson:

The local government has played an important role in the planning and development of Dawson’s tourism industry. For instance, as a response to the 1980 CYTA initiatives, the City took part in Dawson’s restorative program by creating the Historical Control Zone in Dawson’s core downtown area and imposing a bylaw to regulate building

restorations (Marshall Macklin Monaghan, 1983). Figure 7 illustrates the historical building facades, wooden sidewalks and dirt streets that continue to characterize the community's downtown area as a result of these initiatives. This aspect of the community's development is largely guided by a special Planning Committee, which is comprised of volunteer citizens who oversee local building procedures, and the City's Development Control Officer acts as a liaison to enable the public to follow the guidelines with ease and accuracy (Kincaid, 1999). To this effect, the City's special powers to impose zoning regulations and bylaws stand out because it has given the local population a tool to ensure that tourism's physical developments preserve the community's cultural integrity.



Figure 7: A Dawson Streetscape -
Corner of 3rd Avenue and Princess Street.
Photo courtesy of Dylan McDougall.

The City of Dawson has obviously been an important leader in the community's overall development. As the municipal government, the City's primary responsibilities include regulating the community's water, sewer, waste, and roads (Kincaid, 1999). Yet, their role extends beyond this because City officials are also necessarily attentive to a variety of issues that touch upon several different aspects of the community's quality of life. For example, their range of activities include, regulating land uses, zoning and bylaw, improving communications systems, stimulating economic development, ensuring animal control, participating in trade shows, holding public consultations, and much more. Furthermore, to carry out these activities, the City works extensively with agencies found outside the community (ie: senior levels of government, associations, etc.) and

with all sectors of the local economy.

This has involved working extensively with local third sector organizations and groups. In fact, City officials and community members alike have pointed out that Dawson's third sector groups are significant because they "bring issues to our attention", "politically mobilize residents", "represent diverse interests and memberships", and their "events have gained national recognition for Dawson". Furthermore, in recognition of the contributions that community organizations make to community life, as well as their ability to alleviate various public sector responsibilities, officials have initiated partnerships with various third sector groups to ensure their continued existence. For example, the City enables local organizations (ie: DCAS, HSDC, KCS) to operate and administer community facilities by providing them with basic funding (Kincaid, 1999; McWilliam, 1999; Miller, 1999). Also, the City enables local organizations (ie: DCMFS, HSDC, KVA) to carry out their activities by leasing City owned buildings and properties at a small cost (Kincaid, 1999; Lloyd, 1999; McWilliam, 1999). However, the City also supports Dawson's third sector through partnerships that are contingent upon the exchange of 'in kind' support. For example, the City has provided funding to local organizations (ie: KVA, DCCC, KCS) contingent upon their agreement to coordinate their activities and communicate with each other to avoid duplicating responsibilities within each organization (Kincaid, 1999). Similarly, the City has provided funding to the KVA upon the condition that they open the casino for community uses during the winter months and the KVA responded by creating their Community Grants Fund, which enables community groups to generate funding for their own activities by holding casino

events that residents can participate in (Kincaid, 1999; Kobayashi, 1999). To this effect, Dawson's local government has contributed to the success of Dawson City by supporting the activities of the third sector and encouraging opportunities for local involvement in the community's development.

Dawson First Nations:

The Tr'ondek Hwech'in have only recently become involved in Dawson's tourist industry. This is largely because they have had a unique history of development in Dawson City. As the original descendants of the Athapaskan Han¹ tribe, the Tr'ondek Hwech'in were the first inhabitants of the Klondike region and their largest settlement was at the mouth of the Klondike² and the Yukon Rivers. However, the gold rush forced the Han into a series of rapid cultural changes. When the miners arrived the Han were forced to move downstream to the mouth of Moosehide Creek³ (Pringle, 1996:42). Their hunting and fishing patterns were interrupted, epidemics afflicted them and they began working non-traditional occupations (Crow and Obley, 1981:511; Pringle: 1996:45). During the 1930's, the government imposed curfews for Dawson's Natives and banned them from living in Dawson without a work permit but when the government withdrew funding from the school at Moosehide, in 1957, the remaining Native families moved

¹ The translation of Han is 'people of the river'. The Han's traditional land extends from Eastern Alaska to Western Yukon and the tribe consisted largely of hunters and fishers who resided in fish camps along the Yukon River (Crow and Obley, 1981:506).

² The translation of Klondike is 'Tr'ondek' or 'a stone for driving in fish trap poles' (Pringle, 1996:42)

³ Moosehide Creek, also referred to as 'Moosehide Village', is 160 acre parcel of land that was designated an official reserve by the federal government in 1900 (Pringle, 1996:44).

into town (Coates, 1985:117; Dawson Indian Band, 1988:13). Furthermore, by the 1960's, fewer than 300 Han people were in existence and, by 1979, only thirty-five of them were still able to speak the traditional Han language (Crow and Obley, 1981:511; Pringle, 1996:46).

It is not surprising that Dawson's First Nations have only recently become involved in tourism. For instance, Dawson's tourist industry has consisted of upholding the gold rush event but it has had a different meaning for the First Nations because it contributed to the depletion of the Han population and the loss of their traditional ways of life. In addition, controversy has surrounded the 'discovery event' because some believe it to have been pioneered by a Native rather than by two White prospectors, as the story has gone for so long (Fry, NY; Spotswood, 1996c). It is also not surprising that researchers studying the community in 1975 noted the conflicting relations between Whites and Natives, indicating that "accommodation is reached by ritual avoidance ... association is constrained by community custom and is defined by various relationships such as work relationships" (Synergy West Ltd., 1975:44). However, despite such challenges, there appears to be a high degree of integration among community members these days and this is evidenced in the widespread involvement of both aboriginals and non-aboriginals in local organizations, groups, activities, and events.

For the most part, Dawson's non-aboriginal community members appear to be highly understanding and supportive of the Tr'ondek Hwech'in's involvement in tourism. One resident suggested that "tourism is new to them [the First Nations] because they've been preoccupied with settling their land claims but people understand this and don't pressure

them to get involved ... it will happen in their own time ... ” and another community member indicated that “they’re beginning to get involved by administering tourist attractions like the [Han] Cultural Centre but they’ve said that their culture isn’t for sale [so] they’re selective about which aspects of their culture they want to promote ... they’re moving at a slow pace but that’s ok ...”.

It is also important to recognize that recent events have contributed the Tr’ondek Hwech’in’s development and this may serve as a basis for further tourism involvement. For example, the Tr’ondek Hwech’in successfully ratified their land claims agreement in 1998 and, since they reached the agreement twenty-three years after negotiations had begun, it represents both an empowering and a liberating event for them. The final agreement includes, settlements of land, self-government (ie: administering justice, law making, taxation), representation on government boards and committees, resource management in their traditional territory, hunting rights, a caribou habitat study area, a heritage site at their ancient village settlement (Tr’o ju wech’in), the transfer of former government reserves, economic development opportunities, and partnerships with the three levels of government to coordinate compatible land uses and to provide input into the structure of the school system (McLeod, 1999; Tr’ondek Hwech’in, 1997). The agreement carries significant implications for the future of Dawson’s First Nations and will undoubtedly be complemented by the establishment of their new administration building. Officially opened to the public in 1999, the building is significant because it acts as a centre for their activities and replaces previous offices lost in a 1996 fire that destroyed part of their Chief Isaac Memorial Centre. Furthermore, since the building was

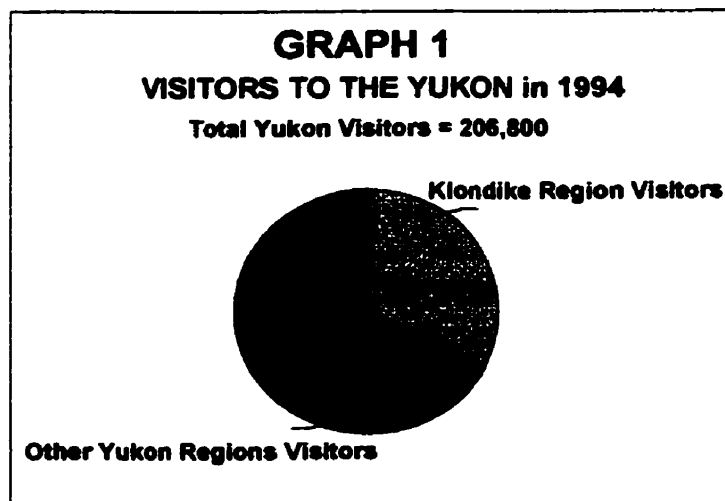
constructed while the Tr'ondek Hwech'in were involved in the final land claims negotiations, the completion of the structure reflects a high level of organization as well as, their commitment to the future of Dawson's First Nation people.

RECENT DEVELOPMENTS

The Yukon's tourism industry has shown positive signs of growth. The total number of visitors to the territory increased from 194,000 visitors in 1987 to 206,800 visitors in 1994 and visitor expenditures increased from \$37.3 million in 1987 to \$46 million in 1994 (Yukon Tourism, 1988; 1996). Dawson City has already been formally recognized as an important part of this development because of the gold rush history and this is becoming realized at the local level. Graph 1 shows that approximately one third of the total 206,800 visitors to the Yukon in 1994 traveled to the Klondike region (Yukon Tourism, 1996:8). Furthermore, while in the Klondike region, visitor spending reached approximately \$9 million, showing

that tourism has become a significant part of the local economy (Yukon Tourism, 1996:20).

In 1994, Dawson received its first tourism plan and it stands out because it is oriented towards ensuring local involvement in the



Source: Visitor Exit Survey 1994: Klondike Region.
Whitehorse, Yukon Territorial Government, Bureau of
Statistics, January, 1996.

tourist industry (Graham and Associates Management Consultants, 1994). For instance, since it was prepared by a steering committee comprising key stakeholders (the City of Dawson, the Klondike Visitors Association, the Tr'ondek Hwech'in, the Dawson City Chamber of Commerce, Parks Canada, and the Department of Tourism), it also represents a collaboration between all levels of government and the three sectors of the economy (private, public, and third). The plan illustrates that the vision for tourism in Dawson City is "... to provide a memorable and enjoyable experience for visitors which encourages them to return, enhances residents' quality of life, and contributes to the Yukon economy" (Graham and Associates Management Consultants, 1994:18). It also recognizes that "tourism should provide benefits to residents and support local lifestyles" and that a primary goal should be to "foster local participation in and control of tourism development" (Graham and Associates Management Consultants, 1994:18).

It is obvious that Dawson's tourism industry also stands to benefit from the Yukon government's ongoing involvement in the planning and development of tourism. For example, the Yukon government's 1999 Tourism Strategy strives to develop a tourism industry that 'builds on Yukon community values and priorities' (Yukon Tourism, 1999b:2). The initiative is significant because it has been created in partnership with other agencies and communities throughout the Yukon. In fact, government representatives held approximately thirty-seven consultations in sixteen Yukon communities over a two-month period, which enabled them to acquire input from Yukon community members, the private sector, First Nations, industry participants, interest groups and all levels of government (Yukon Tourism, 1999b:3). The Yukon

government's approach stands out because it prioritizes local participation in the development of the Yukon's tourism industry.

To this effect, the outlook for Dawson's tourist economy seems positive. For instance, although Dawson's centennial celebrations are nearing an end (in the year 2003), the Yukon government's centennial program has been effective for encouraging local involvement in Dawson's tourism industry and for enabling the community to realize the potential of exploring a year round tourism industry. Furthermore, Dawson City is currently creating its first official tourism marketing strategy plan. The initiative is distinctive because it represents the coordinated interests of the public, private and third sectors. In fact, the Klondike Visitors Association received funding from the Yukon government's new TMF program to devise the plan and the project's Steering Committee includes the Dawson City Chamber of Commerce, the City of Dawson, the Tr'ondek Hwech'in, the Klondyke Centennial Society, the Dawson City Museum & Historical Society, and Yukon Tourism, whose local representative will serve as the project liaison. To this effect, the project is important because it reflects the community's ongoing ambitions and it shows that local people have the ability to pioneer the direction of tourism through their involvement in the third sector.

CHAPTER 4

TOURISM, QUALITY OF LIFE AND THE ROLE OF THE THIRD SECTOR IN DAWSON CITY

INTRODUCTION

The third sector is an extremely vital aspect of life in Dawson City. Table 3 shows that this sector comprises approximately eighty volunteer-based organizations, ranging from various non-profit societies and associations to volunteer committees and community groups. Furthermore, although this sector reflects a broad spectrum of community life, it has been most apparent concerning the economy, arts and leisure (which also includes cultural and sports groups), and social supports. To this effect, this chapter will show that the third sector has made significant contributions to the community's quality of life and has been integral to the local development process.

ECONOMY

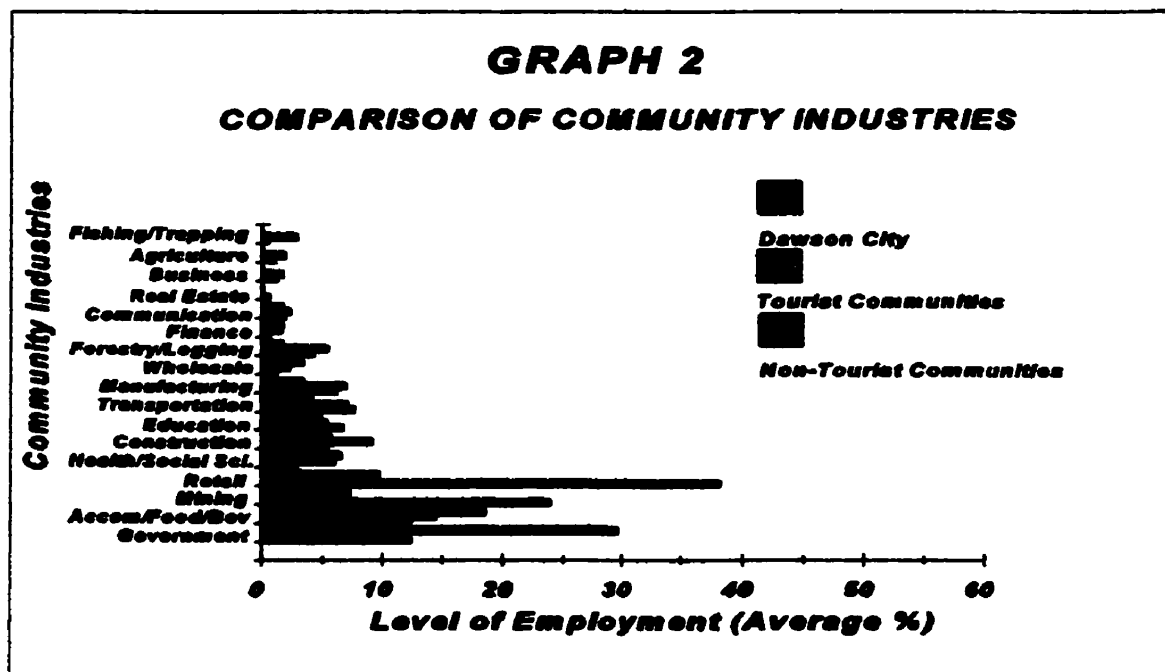
Dawson's economic base comprises the main industries of tourism, government, and mining. Graph 2 shows the average employment levels within different community industries, as a comparison between the case of Dawson City and a selection of tourist and non-tourist communities. However, since the information shows that Dawson City's top four employment industries are government (29.6%), food / beverage / accommodation (28%), retail (9.6%), and mining (7.2%), the significance of tourism as one of the community's main industries is not immediately apparent. This is largely because several different industries are involved in meeting the supply and demands of

**TABLE 3: LIST OF THIRD SECTOR ORGANIZATIONS
AND GROUPS IN DAWSON CITY**

ECONOMY	ARTS & LEISURE	SOCIAL SUPPORTS
<p>General: Dawson City Chamber of Commerce Klondike Placer Miners Association</p> <p>Tourism: Klondike Visitors Association Klondyke Centennial Society</p> <p>Event Committees: Centennial Ball Commissioner's Ball Discovery Days Great International Outhouse Race International Gold Show Klondike Jamboree Percy De Wolfe Race Thaw di Gras Spring Carnival Trans Canada Trail World Gold Panning Championships Yukon Gold Panning Championships Yukon Quest</p> <p>Employment: Klondike Outreach</p>	<p>Arts & Culture: Association Franconais Dawson Dawson City Arts Society Dawson City Drama Club Dawson City Museum & Historical Society Dawson City Music Festival Society Dawson Radio Society Klondike Literary Society Tatra Dancers Society</p> <p>Sports: Adult Soccer Bits & Bridles 4-H Club Dawson City Snowmobile Club Dawson Minor Hockey Dawson Minor Soccer Dawson Oldtimers Hockey Association Dawson Ski Association Dawson Softball Association Golf Club Hoofbeats Klondike Gymnastics Club Klondike Horsemen's Association Ladies Hockey Run Dawson Top of the World Curling Club Trappers Association</p> <p>Leisure: Boy Scouts of Canada Brownies Christmas Tree Association Ducks Unlimited Girl Guides of Canada International Order of the Daughters Kids Club Klondike Horticultural Club Masons Pioneer Women Quilting Club Rangers & Junior Rangers Royal Canadian Legion Sparks Youth Minds Yukon Order of Pioneers</p>	<p>Education: Dawson City Library Committee Robert Service School Committee Yukon College Campus Committee</p> <p>Health & Safety: Dawson City Ambulance Team Dawson Community Group Conferencing Society Dawson Shelter Transition Society Humane Society Dawson City Red Cross Yukon Family Services Association</p> <p>Religion: Catholic Women Dawson Christian Fellowship Dawson Community Gospel Chapel St. Mary's Catholic Church St. Paul's Anglican Church</p> <p>Environment: Conservation Klondike Society Dawson Fire Fighters Association Emergency Measures Organization Klondike Valley Fire Fighters Assoc.</p> <p>Other: Dawson Child Care Society Inter-Agency Committee Trinke Zho Day Care Society</p>

tourism and a single category does not exist for distinguishing the products and services that comprise the tourism industry. Therefore, it is likely that there are high levels of employment in the food/beverage/accommodation and retail industries in Dawson because these are two industries that are integral for tourism.

Government involvement is a predominant feature in Dawson. The information in graph 2 shows that the average level of government industry employment is comparatively higher for Dawson City (29.6%) than it is in either tourist (11.8%) or non-tourist (12.3%) communities. This is not surprising because the government has been a catalyst for tourism development in Dawson. For example, the Yukon government's responsibilities range from the provision of infrastructure (ie: seasonal ferry operations, maintaining highway systems, etc.) to local facilities (ie: the Visitor Reception Centre

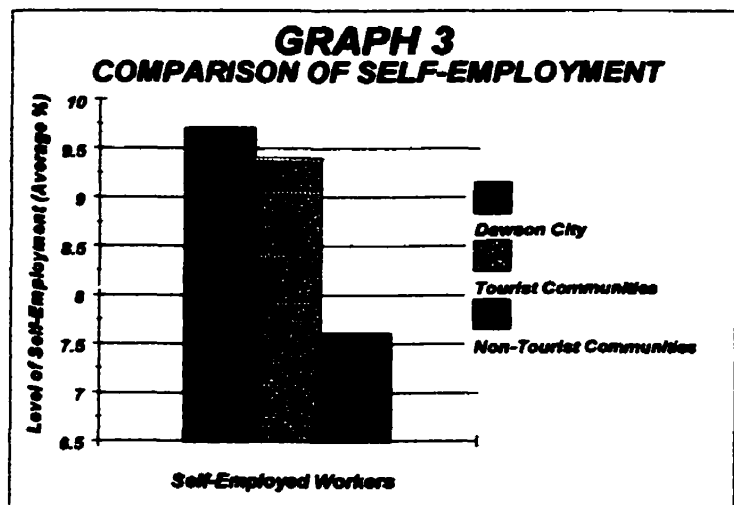


Source: New Rural Economy (NRE) project CSD database.

requires administration and employment to provide tourist services) and the federal government's Klondike National Historic Sites (KNHS) program provides year-round employment (ie: administration, property maintenance) with additional summer positions (ie: especially as guides and interpreters) for community members through Parks Canada. This involvement has been important for Dawson's success because it has helped to maintain a year-round population and it has contributed to the development of the tourist industry.

The private sector has also been integral to Dawson's economic development. Graph 3 shows that 9.7% of Dawson's residents are self-employed, which is comparable to the average self-employment level in

tourist (9.4%) communities and higher than in non-tourist (7.6%) communities. The strong association between tourism economies and higher self-employment levels suggests the

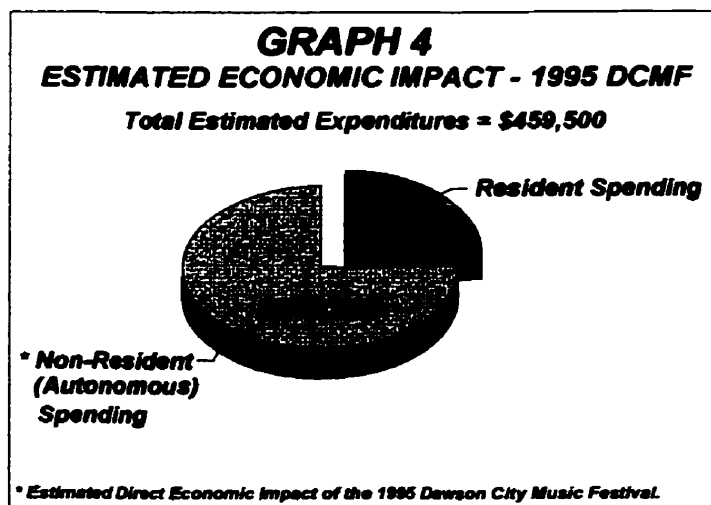


opportunities that tourism presents Source: New Rural Economy (NRE) project CSD database

for entrepreneurship and it also points to the important role that businesses play in creating products and services that both attract (ie: events and activities) and sustain (ie: restaurants and accommodations) visitors while in destination areas. Yet, while Dawson's private sector continues to introduce new products to enhance tourism in Dawson, they also benefit from the assistance of community organizations. For example,

the Trek Over the Top snowmobiling event is a private enterprise created in 1994 to meet a demand from Alaskan tour operators and the event's increasing popularity has altered the community's winter economy. It illustrates how Dawson's private and third sectors work together to develop tourism because the Dawson City Chamber of Commerce helps with promotions, the Klondike Visitors Association administers their casino attraction, and the Dawson City Snowmobile Club organizes activities for participants.

Conversely, the private sector acts as an important source of funding and support for the activities of Dawson's third sector because businesses realize that these groups play an important part in creating events and attractions that draw visitors. One example is the Dawson City Music Festival



Source: Economic Impact of the 1995 Dawson City Music Festival. (Whitehorse: A joint research project by the Dawson City Music Festival Society and Yukon Economic Development, Economic Research and Analysis, Yukon Territorial Government, April, 1996).

Society (DCMFS). Although it was established in 1979, by three residents who aimed to organize an annual activity for the enjoyment of community members, the Festival event has grown in popularity and profitability over the years (Lloyd, 1999). Graph 4 shows that the 1995 event generated a total of \$459,500 (including resident and non-resident expenditures), with approximately \$347,600 of this amount accounting for autonomous (non-resident) expenditures on goods and services available off-site (Yukon Economic Development, 1996:25). Thus, community organizations obviously can create long-

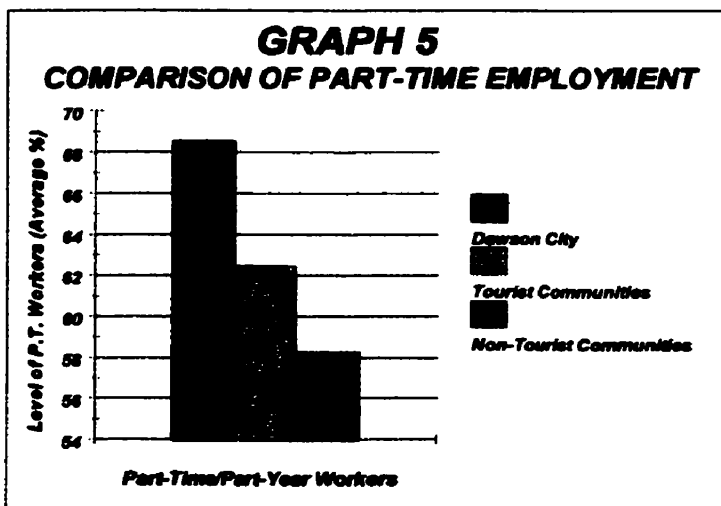
lasting community events that significantly influence the local economy.

In fact, the third sector has apparently provided opportunities for residents to make significant contributions to the community's economic development process. For instance, the Dawson City Chamber of Commerce is an example of an organization that has endured since 1899. The Chamber is driven by a volunteer board comprised largely of local business owners and approximately one hundred and eight members that include, "associations, corporations, societies, partnerships, and estates which have an interest in the trade, commerce, economic and social welfare of the region" (Cayen, 1999). The organization sees itself as "an umbrella association for the private sector" and their mandate is "to promote and improve trade, commerce, and the economic, civic and social welfare of the Klondike Region" (Cayen, 1999). The organization helps with economic developments through their administrative office, which offers a local business centre with a resource library and Internet access and they have also been instrumental in setting up more than fourteen projects in partnership with the public and third sectors, ranging from membership programs to representation on regional level boards and committees (Appendix 6). To this effect, the organization represents one way in which the third sector has both supported and stimulated local economic activity.

Employment:

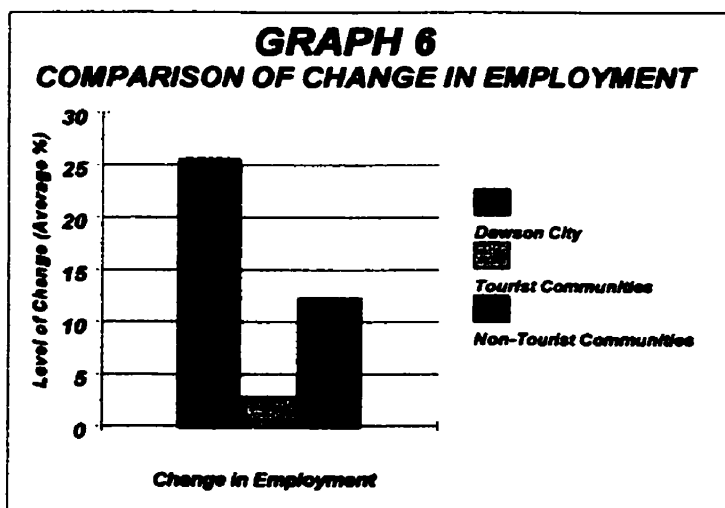
The reality of Dawson's economy is that it is highly seasonal. Graph 5 shows that 68.5% of Dawson's residents are part-time or part-year workers, which is comparable to the average level of part-time workers in tourist (62.4%) communities and higher than in non-tourist (58.2%) communities. It is not surprising that a strong association exists

between tourism economies and higher levels of part-time or part-year employment because seasonality can dictate the availability of employment, providing more job opportunities during the tourist season than the off-season. In Dawson, the community's remote location and cooler winter climate are features that have contributed to the



seasonal nature of the economy (especially tourism and mining) and, since they are also lucrative industries, it is common for community members to find more than one job to supplement their yearly incomes.

However, this can also contribute to employment fluctuations. Graph 6 shows that between 1981-1991 there was a 25.5% change in employment in Dawson City, which is much higher than the average change in employment was in either tourist (2.8%) or non-tourist (12.2%) communities. Since this period coincides with the growth of



tourism and declining mining activity, the higher level of change for Dawson may relate

to industry performance, which can cause people to move from an industry that is doing poorly to a higher performing one. In addition, although growth can result in new business development, industry expansions and increased job opportunities, tourism's seasonality can contribute to higher turn overs because people may qualify for a variety of relatively unskilled occupations, they may arrive from outside of the community, or they may change occupations from one season to the next.

In consideration of these realities, it is important to recognize that Dawson's third sector has played an important role in responding to the community's employment needs. The Klondike Outreach serves as an example of a non-profit employment centre that is administered by a volunteer board of directors and delivers specialty services and support for, career developments, job placement, employment insurance claims, public resources (ie: research assistance, materials, computer/Internet access, etc.), and a message board for residents without telephones (Soderlund, 1999). One reason that the centre can provide these supports is that representatives maintain networks that complement their activities, such as liaising with private sector businesses to facilitate job placements and with public sector representatives to find tools (ie: HRDC Whitehorse provides funding and employment programs, they obtained a federally sponsored CAP computer five years ago, etc.) (Soderlund, 1999). In addition, one of the centre's employees acts as a volunteer on other local committees (ie: the Yukon College Campus Committee, the Inter-Agency Committee, Service Canada Pilot Project, etc.) and, although this may be a relatively informal way of representing the centre's interests, it has the potential to enhance the organization's role as a social service provider, it leads to an exchange of

experiences and information that helps other groups, and it creates relationships with other agencies that can be useful for coordinating the delivery of a variety of programs and services at the local level.

Dawson's third sector also contributes to the community by generating opportunities for employment. For example, some groups (ie: KCS, KVA, DCCC) are attempting to do this by stimulating a winter tourist economy and many (ie: KCS, KVA, DCAS, CKS, Outreach, DCM&HS, daycares, etc.) already provide jobs through their local offices or facilities. In fact, the KVA is a community organization that operates and maintains several tourist attractions in Dawson and, since the organization administers annual contracts that exceed \$1 million, it is also recognized as one of the community's largest employers (Kobayashi, 1999). Also, two of these attractions (Gaslight Follies, Diamond Tooth Gertie's) are administered because of leasing arrangements between the public and third sectors (Parks Canada owns the Theatre, the City owns Gertie's), which demonstrates the importance of partnerships for the third sector's activities and shows that residents stand to benefit from such arrangements. Similarly, although the Dawson City Museum & Historical Society (DCM&HS) also generates employment through their museum activities and projects, they have apparently done this because of outside funding. For example, in 1999, they employed summer students because of assistance from various national level groups (ie: Canadian Museums Association, Canadian Library Association, etc.) through the federal Young Canada Works (YCW) in Heritage Institutions program and, in 1998, they set up two projects (artifact storage area, Klondike Mines Railway locomotives shelter) because of funding from the regional

(Yukon Heritage, Yukon Economic Development) and federal (Museum Assistance Programme) governments (Klondike Sun, 1999b:7; Massey, 1999). So, these illustrations show that networks and funding are integral to the third sector's activities because it enables organizations to operate tourist attractions, generate employment, and direct money into the local economy by attracting assistance from outside.

Seasonal Workers:

It is not surprising that transient and student workers are attracted to Dawson's seasonal tourist industry. They are often seen arriving each spring equipped with their backpacks, their tents and the anticipation of finding summer jobs. Some travel to Dawson because they are seeking a unique northern experience but most are attracted to the lucrative tourism jobs. In fact, the local employment centre recently documented approximately one thousand summer workers, which is a likely modest estimate since it only accounts for those that register for employment services (Soderlund, 1999). The community benefits from their arrival because some volunteer to help with local tourism events. For example, the DCMFS requires between 250-300 volunteers to carry out their annual event and Dawson's summer residents and workers comprise a valuable pool of volunteer labourers (Lloyd, 1999). However, for the most part, they form a valuable portion of the community's summer labour force and, since their spending contributes to the local economy, they help to keep money circulating locally. Yet, as important as the summer workers are to the local tourist industry, their arrival challenges the community, which has to adapt to the needs of an increased population.

One impact of the increased population has been that of draining the community's

social services. This has largely occurred because the summer worker's spring arrival coincides with the community's shift to a seasonal tourist economy, which produces a variety of circumstances (ie: availability of seasonal housing units, temperatures too cool for outdoor living, waiting period for job market entry, workers lack sufficient funds to support themselves during this period, etc.) that compromise the community's capacity to sustain more people. However, residents have apparently used their involvement in the third sector to respond to this problem. For instance, in 1997, leaders from three community groups (St. Mary's Catholic Church, St. Paul's Anglican Church, Dawson Community Gospel Chapel) initiated relief for the summer workers by creating an annual month-long spring food bank and soup kitchen, which relies on volunteers (for donations of food, time and effort) and even helps the local women's shelter through leftover grocery donations (Coonen, 1998). The program complements the initiative of social service providers who established the Inter-Agency Committee to help summer workers by producing an annual brochure to publicize relevant community information (Soderlund, 1999). In addition, since the program acts as a gathering for representatives from various local agencies, it enables them to coordinate activities, address particular issues (ie: bear control, employment, health and sanitation, etc.) and orient the newcomers to the community (Coonen, 1998). Thus, these activities stand out because they show that community leaders and networks can be valuable for mobilizing others and finding solutions to address tourism's spin-off effects.

An additional problem stems from the fact that there is a limited amount of housing available for summer workers who reside in Dawson for the duration of the tourist

season. Some private sector businesses alleviate this problem by offering staff housing for their employees but many seasonal workers do not have access to rental or staff accommodations and end up camping in the municipal 'Tent City' campground situated across the Yukon river in West Dawson. Until recently, the campground was free of charge but it lacked facilities and has a reputation for attracting bears due to improperly stored food and garbage. In this case, it was the City of Dawson that attempted to improve the campground's living conditions and curb the bear problem by creating a by-law and improving facilities in 1997. While campers are required to register and pay (between \$5/day and \$100/season) for their site, it offsets the cost of upgrades (ie: food storage lockers, outhouses) and maintenance (ie: garbage collection, contract manager to administer the campground), while the new by-law serves to regulate (ie: building, access, type of accommodation, noise levels, open fires, cleanliness) the campground activities (Davidson, 1997). To this effect, the case of Dawson shows that the local government's special powers have enabled public officials to share responsibility for identifying and responding to issues that arise from the increased population.

Population Shifts & Diversity:

In the past decade, Dawson City has maintained a stable year-round population level. Table 4 shows that Dawson's population increased from 1,744 people in 1989 to 2,132 people in 1997 and, due to a slight decrease in the past two years, the community's current population is estimated to be 1,986 people. This information differs from the 970 person estimate obtained from the CSD database but may be explained by the fact that the database reflects the Census Subdivision of Dawson City, while the information in

table 4 depicts the health care population and includes the community of Dawson City plus the surrounding area. Therefore, the 1,986 person estimate provided by the health care data is more accurate because it is a closer representation of the Klondike Region's population.

Despite Dawson's ability to maintain a steady population level, the reality is that it fluctuates with the tourist season. It largely begins with the arrival of business owners, summer workers, seasonal residents and tourists in the spring and it ends with their departure in the fall. Because of the reduced tourist demand during the off-season, approximately a dozen businesses (mainly accommodations, restaurants and retail stores) close and, while a few of these business owners remain in the community, the majority leave for the duration of this 'down' period. Some residents have been critical of their level of commitment, viewing seasonal business owners who leave as "taking money away" from the community, but local entrepreneurs sympathize because they understand the challenges associated with operating a year-round business under seasonal economic conditions. One way in which seasonal business owners have shown their support is by providing funding and donations to support community events and

TABLE 4: Population Estimates for Dawson City, 1989 to 1999

YEAR	NUMBER OF PEOPLE
1999	1,986
1998	2,057
1997	2,132
1996	2,043
1995	1,995
1994	1,999
1993	1,980
1992	1,874
1991	1,753
1990	1,762
1989	1,744

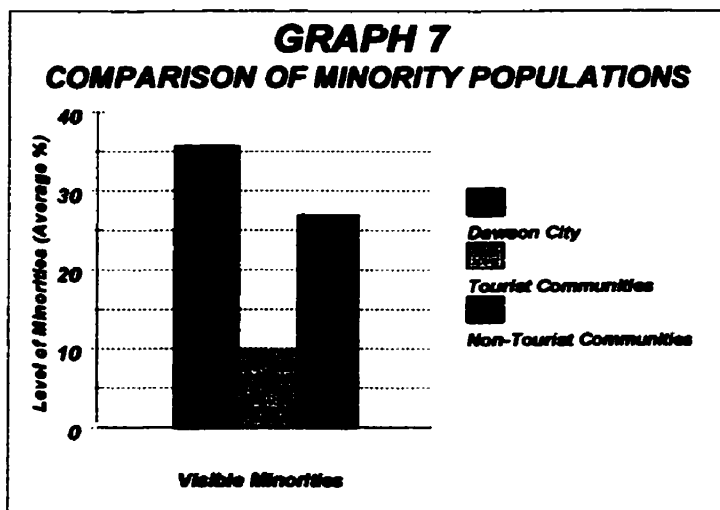
Source: Yukon Bureau of Statistics, Health Care Population Estimates, Communities Over 450. Whitehorse: Yukon Department of Health and Social Services, Yukon Territorial Government, 1999.

those that remain in the community year-round also contribute by volunteering in the activities of Dawson's third sector.

A further distinguishing feature regarding Dawson's population is that it reflects a diverse composition of people. For example, graph 7 shows that visible minorities comprise 35.6% of Dawson's population, which is much higher than the average level of visible minorities in either tourist

(9.7%) or non-tourist (26.8%)

communities. However, this is not surprising because Dawson's First Nations comprise about a third of the total local population and only a small portion of residents appear to have roots that predate tourism



development. It is likely that this diversity relates to the fact that Dawson's population has been transient since the gold rush and both mining and tourism are lucrative industries that have attracted people from outside the community. On the other hand, strong community networks serve to attract people (ie: friends, family members, etc.) and Dawson's historic and northern reputation entices people from around the world. Thus, since this diversity is a predominant feature, it also characterizes Dawson's third sector and it may be a reason for the community's success because it infers that people with different backgrounds, experiences, innovation, and creativity have participated in local developments.

ARTS AND LEISURE

In Dawson City, the third sector enhances community life by providing opportunities for residents to partake in approximately eight arts and cultural groups, sixteen sports groups, and sixteen leisure groups (see Table 3 above). Through their involvement in these groups, residents have also participated in the development of programs, facilities, and a variety of events and activities that contribute to tourism development and enhance the community's quality of life.

Arts & Culture: Programs and Facilities -

In Dawson City, local and external partnerships have enabled community members to participate in the transformation, preservation, and interpretation of local historical resources.

For example, the Pierre Berton House (Figure 8) is the home of the Writers-in-Residence program and offers a retreat and a Yukon experience for aspiring writers. The program was initiated when Pierre Berton donated his childhood home



Figure 8: The Pierre Berton House - Home of the Writers-in-Residence program. Photo courtesy of the KVA.

(valued at \$50,000) to the Yukon Arts Council in 1989, their Berton House Committee selects the writers and funds the retreats, and the KVA liaises with the Committee to maintain the facility and, because the KVA has contributed more than \$100,000 to renovate the property, additional funding was secured from the Yukon government (Appendix 2) in 1997 (Kobayashi, 1999; Spotswood, 1996d). Similarly, the Klondike

Institute of Arts and Culture (KIAC) was created from the KVA's donation of the historic 1910 Odd Fellow's Hall building (figure 9) and

the City of Dawson's contribution of approximately \$200,000 toward the project costs. However, because local government officials believe that "City funding leads to regional funding," their contribution drew matching funds from the Yukon government (Appendix 2) to renovate the building and



Figure 9: The Klondike Institute of Arts & Culture - The historic Oddfellow's Hall administered by DCAS. Photo courtesy of John Steins.

establish the arts school between 1998-1999. Furthermore, a partnership between the Tr'ondek Hwech'in and the KCS generated funding from the Yukon government (Appendix 2) to establish the Han Cultural Centre in 1998 and, although the structure was subject to criticism because it deviates from the City's Historical Control by-laws, the City of Dawson lent their support by exempting the project from the building controls and allowing the First Nations to have the freedom to create a design that reflects their own culture and history (Boddy, 1999). These illustrations suggest a high degree of cooperation between third sector groups and different levels of government, they show that local governments can influence positive outcomes by supporting the creation of facilities, and it points to the importance of third sector funding for setting up local projects.

Leaders have been integral for mobilizing residents, creating community groups, implementing cultural programs and facilities, and even promoting the community

outside. For example, in 1998, a group of local artists formed the Dawson City Arts Society (DCAS) and, with the support of an eleven-member Board of Directors and an estimated one hundred additional volunteers who shared a passion for the arts, KIAC was opened two years later as “an international institute for the arts that aims to attract students from around the world” (Parker, 1999). Similarly, the DCM&HS was formed by some of the KVA’s earliest members in 1954 to promote tourism by preserving local historic resources and, although they have been operating the museum at its current site since 1962, recent events like the 1997 Klondike Gold traveling exhibit continue to increase the community’s visibility throughout Canada and the United States and earned the Heritage Canada Foundation Achievement Award (Gates, 1998; Robinson, 1998). In this way, the Tr’ondek Hwech’in have also been leaders because their initiative to establish the Han Cultural Centre generated recognition for the uniqueness of the design, receiving the 1999 Lieutenant-Governor of British Columbia Medal in Architecture from the Architectural Institute of British Columbia (Boddy, 1999). On the other, a Dawson City Community Library representative liaises with the Berton House Committee and acts as a volunteer contact to support and orient the writers during their stay at Berton House and this kind of relationship has been beneficial for the community because it encourages writers to conduct workshops, participate in book/poetry readings, address community groups, volunteer at community events, speak to local school classes, etc. (Adams, 1999).

These kinds of facilities have contributed to the community’s development because they stimulate the local economy and provide benefits for residents. For example, KIAC

provides educational opportunities for residents, it serves as a venue for social events (ie: celebrations, concerts, art exhibits, etc.), it is attractive to tourists as a historical building, its gallery promotes local artwork, and it has the potential to make long-term economic contributions by attracting students and instructors from outside the community year-round. Similarly, the Dawson City Museum

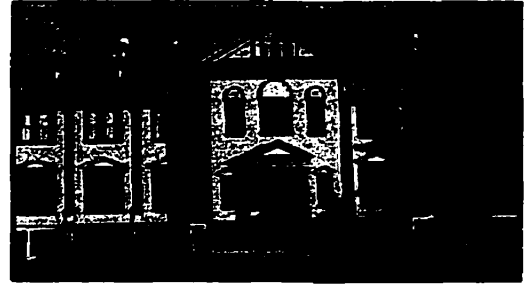
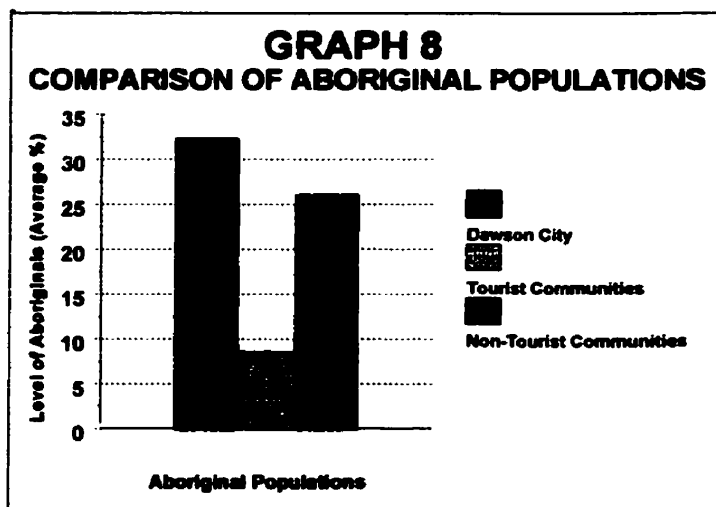


Figure 10: The Dawson City Museum - The historic Territorial Administration building administered by the DCM&HS. Copyright Parks Canada.

(Figure 10) is a popular tourist attraction because it is administered in the historic 1901 Territorial Administration Building and contains a reference library, an artifact collection and history displays of the gold rush, mining, and First Nations people but residents also benefit from its use as a venue for events (ie: presentations, art shows, poetry recitals, receptions, etc.) and because the Territorial court proceedings are held in the museum courthouse. A further example of a facility that contributes to tourism is the Han Cultural Centre. It has been beneficial for the community's development because it has enabled the Tr'ondek Hwech'in to communicate their unique heritage, its design reflects the traditional Han way of life, it features exhibits and tours for visitors, it is conducive for a wide range of community activities (ie: seminars, workshops, meetings, slide shows, presentations) and it contains a ninety-seat theatre that local groups have used (ie: the Tatra Singers and Dancers Society, DCAS, etc.) for staging theatrical performances and events (McLeod, 1999).

Arts & Culture: Activities and Events -

In Dawson City, the Tr'ondek Hwech'in form a significant portion of the local population. In fact, graph 8 shows that Dawson's aboriginal population comprises 32.2% of the local population and this is much higher than the average aboriginal population in either tourist (9.7%) or non-tourist (26.8%) communities. Thus, since



Source: New Rural Economy (NRE) project CSD database.

the First Nations represent about one third of the population, it is not surprising that the Tr'ondek Hwech'in have initiated a variety of community events to celebrate their cultural heritage over the past decade. One example is the 'First Hunt' program, which began in 1992 as an annual traditional event, and aims to develop cultural pride, values and knowledge for youth and adults through mentoring and trading skills (McLeod, 1999). Another event was the 1996 "Beat of the Drum" theatrical performance, which was an oral history project that told the Han's history and experiences since the gold rush (Davidson, 1996; McLeod, 1996). Also, the 'Moosehide Gathering' is an event held every two years (since 1991) and aims to raise cultural awareness through traditional activities (ie: talking circles, gift giving, potlatches, etc.), workshops, performances, heritage tours and served as a venue for the 1998 ceremonial land claims agreement signing (Bell, 1999; McLeod, 1999). Furthermore, these activities benefit the community

because they revive local traditions, strengthen the cohesion among community members, and express the First Nations culture to Dawson's visitors.

The existence of networks have apparently contributed to the success of these kinds of activities. For example, while the idea for a 'Gathering' developed at a 1991 language conference (that Dawson, Whitehorse, and Alaskan Han descendants attended), the event's participants have included, residents, summer visitors, the Yukon's Commissioner (a First Nations) and representatives from the local governments, the Yukon government, and the Council of First Nations (Bell, 1998; McLeod, 1999).

Although the Tr'ondek Hwech'in's Culture and Education Director largely coordinate the events, they involve a significant amount of cooperation between their departments and both local (ie: Dawson City Recreation department, Parks Canada, Rangers, etc.) and external (ie: Yukon Heritage, Council of Yukon First Nations, etc.) agencies (McLeod, 1999). This support is essential because it provides access to information, shared experiences, and funding. In fact, their projects have been particularly successful at receiving outside funding from the federal government (ie: MAP, HRDC), the Yukon government (ie: Youth Investment and Youth Strategy funds, CEP and CDF programs), and regional level third sector organizations (ie: Yukon Lotteries Commission) and one of the main reasons for their ability to qualify for various kinds of funding is because their projects broadly focus on social, cultural, and educational enhancements (McLeod, 1999).

However, besides these recent events, some of the community's most popular and long-lasting arts and cultural events have been created by third sector groups. The

Dawson City Music Festival Society (DCMFS) is an example of a group that formed in 1979 as an initiative of four residents who wanted to introduce a musical event for residents to enjoy. Their mission has been “to bring quality entertainment to people of the north, provide a forum for northern musicians to develop and expand their talents, and to meet and exchange with groups from ‘outside’ of the Yukon” (Lloyd, 1999). Thus, the organization shows how residents have used the third sector to become involved in achieving a community-oriented goal.

One reason for the success of the DCMF event (Figure 11) is that it is linked to a high level of volunteer commitment. For instance, the event is organized by an eleven-member Board of Directors, one paid Production Manager and eighteen committees comprising between 250-300 volunteers (Lloyd, 1999). On one hand,



Figure 11: The Dawson City Music Festival Event - An annual summer event organized by the DCMFS. Photo by Jay Armitage. Copyright DCMFS.

organizational members attribute their success to the fact that members have shown “an extremely high level of personal involvement”. In fact, three of the original founding members continue to act as Board representatives and one of the group’s members established their office building by mortgaging the family home (Lloyd, 1999). They also recognize the importance of “residents [who] come back year after year to head the committees,” which reduces training needs, ensures voluntary assistance, and lends ongoing expertise to the event.

A second reason for the event’s success is linked to the DCMFS’s ability to maintain

strong networks between the public, private, and third sectors. For example, third sector organizations (ie: St. Mary's Catholic Church, St. Paul's Anglican Church) and the City of Dawson facilitates venues for concerts and workshops, while private businesses (local and external) provide funds and donations for the event. Their partnership with the City (donated building, a property lease, etc.) enabled them to establish a local office, provided they hold three separate shows for residents during the off-season, and partnering with the KVA has enabled them to raise funding for their activities through the Community Grants fund (Lloyd, 1999). In fact, organizational members attribute their success in securing outside funding to their ability to consistently "generate between 75-80% of [their] own funds" and their belief that it is "important to develop relationships with funders [because] it can lead to information about other [funding opportunities]" and, to this effect, they have generated grants from the Yukon government (see Appendix 2) as well as, regular contributions from the Territorial Arts Program, the Cultural Initiative Program, and the Canada Council (Lloyd, 1999). Hence, these kinds of relationships have increased the organization's access to resources and it has enabled them to create a successful event that pleases both residents and visitors.

A third reason for the event's success is linked to the fact that the organization has been able to create an arts and cultural activity that, not only contributes to the economy (see pp. 83 above), but also has distinct community benefits. For example, in 1998 the DCMFs celebrated its 20th anniversary with a ten-day tour, which involved transporting musicians from Whitehorse to Dawson by boat and staging concerts in communities along the way. However, when it was challenged by a condition that the Yukon Liquor

Board applied to its liquor license, stipulating that minors could not be allowed into the Festival's beer garden as they had been in previous years, the dispute was taken to the Yukon Supreme Court and then to the Yukon Court of Appeal in British Columbia where the DCMFS won their appeal while already into the tour (Lloyd, 1999). Thus, by defending the rights of minors, who represent a ratio of about 4.1 (children) to 1 (adults) of the Festival's attendees, the DCMFS showed their ability to preserve the family-oriented atmosphere of the event (Yukon Economic Development, 1996:25). To this effect, their success shows that third sector groups can play an important part in representing issues that compromise residents' quality of life and maintain control over future developments.

Sports & Leisure: Facilities -

Dawson's local government plays an important part in maintaining facilities that community groups use, while their Recreation department has been instrumental for coordinating public use of the facilities by liaising with groups, booking the venues, preparing for events, hiring labourers, and such (Barber, 1999). The City of Dawson's outdoor recreation sites include, the Dike Waterfront area, the Dawson City Ball Park and Minto Park, comprising a playground, ball field, outdoor pool, winter ice rink and shelter (with public washrooms, concession, winter weight room), which community groups use for both tourist (ie: the Music Festival event, the Slo-Pitch Tournament) and non-tourist activities (ie: daycare field trips) (Barber, 1999). Their Waterfront building contains office space leased to a private business, community organizations (Klondike Literary Society, Yukon Family Services), and offers space to community groups (ie:

Dawson City Ambulance Team, Sparks, Dawson Shelter Transition Society) for local activities (Barber, 1999). The Bonanza Centre comprised a curling rink, change rooms, concession, and an arena used by local groups for staging summer tourist events (ie: Gold Show Event, Klondike Jamboree, Klondike Placer Miners Barbeque) with ice activities during the winter months (Barber, 1999). However, a new Recreation Centre is currently replacing this facility and residents will benefit from the use of a new arena, curling rink, weight room, change rooms, offices, meeting facilities, concession, and a child development centre to promote youth programs (Barber, 1999). The City has started this project as a result of a \$5.6 million grant from the Yukon government to construct the Centre, a new indoor pool (at Minto Park), and to improve the City Hall building (Barber, 1999). To this effect, it is important to recognize that the existence of local recreational facilities contributes to residents' quality of life by providing opportunities for residents to participate in community group activities and by serving as venues for both tourist and non-tourist activities.

Also noteworthy, is the significance of the Recreation Centre project for satisfying residents' desire to have a year-round recreation facility. On one hand, it shows the local government's initiative to address past criticism surrounding the use of the community centre (the historic Arctic Brotherhood Hall) as a casino. This issue was highlighted in a 1981 investigation, into the feasibility of continuing Diamond Tooth Gertie's Gambling Hall casino operations, which concluded that the casino was economically viable for the community but both a tourist attraction and a community centre were needed to maintain a stable year round population and to enhance the community's quality of life (Deliotte

Haskins & Sells Associates, 1981:57). Yet, it also follows the local government's effort to address the need for increased public use of Gertie's through a formal partnership with the KVA, which has involved City support for the casino operations contingent upon the KVA's ability to open Gertie's for community uses during the off-season (Kincaid, 1999). To accomplish this, the KVA created the Community Grants Fund in 1998, which enables community groups to raise money through winter casino events (Kobayashi, 1999). The group keeps the liquor profits and gaming profits are re circulated into the fund and, since holding an event establishes eligibility, groups may then apply to the Community Grants Fund Committee to get funding for their projects and activities. Thus, this kind of arrangement stands out because it points to the importance of local governments for addressing residents' concerns, it ensures the social accountability of community organizations, and it shows how local groups can support one another in the community development process.

In fact, partnerships have also helped in the development and use of a variety of additional recreation sites in Dawson. For example, improvements to the waterfront area have been carried out because of partnerships between local governments and community organizations (ie: City of Dawson, Tr'ondek Hwech'in, KCS, Run Dawson, etc.), while the Dawson City Ball Park was established in 1999 as a partnership between private businesses, the City of Dawson, the Dawson Softball Association, and the Yukon government (Barber, 1999; Miller, 1999). Also, although some facilities are privately owned and are used by community groups (ie: Golf Club, Klondike Horseman's Association) for recreational activities, others are both administered and used by third

sector groups such as, the Yukon Order of Pioneers' (YOOP) public hall and the Masons' Temple (the historic Carnegie Library). Thus, these illustrations show how Dawson's public, private and third sectors have worked together to increase the range of available facilities, enhance the physical surroundings of the community, and enable local groups to carry out sports and leisure activities that benefit both residents and visitors.

Sports & Leisure: Activities and Organized Events -

In Dawson City, the third sector has provided opportunities for community members to create and participate in a range of sports and leisure activities. One example is the International Order of the Daughters of the Empire (IODE), which is a charitable woman's group that established during the gold rush era and comprising several long time residents. Their traditional fund-raising activities (ie: 'Ice Guessing Contest' of the date and time of the Yukon River spring break up) continue to be a valuable source of community support (ie: RSS student scholarship, fire victim relief) and their volunteer activities (ie: conserving the Robert Service Cabin, working with local agencies to hold the Commissioner's Tea event) have contributed to the development of tourism. In fact, community groups have been integral for creating and organizing annual events (ie: Dawson Softball Association's Mixed Slo-Pitch Tournament, Top of the World Curling Club's Bonspiel, Run Dawson's Ridge Road Relay) that are both enjoyable for residents and significant for drawing visitors to Dawson. Still, others have contributed to tourism by partnering with other groups to celebrate special centennial events. For instance, as a result of a partnership with the KCS and assistance from the Yukon government (see Appendix 2), the Dawson City Oldtimers Hockey Association assisted in promoting the

community outside by participating in a 1998 re-enactment of the Dawson City Nuggets Stanley Cup Challenge in Ottawa (KCS, 1999). Thus, Dawson's third sector has played an important leadership role by designing activities that are effective for enhancing community life and stimulate the local economy.

One reason that Dawson's groups can apparently organize and implement these kinds of activities is because a variety of funding sources are available for the Yukon's sports and leisure oriented groups. At the regional level, the Yukon government has designed several funding programs (ie: Youth Investment Fund, Kids Recreation Fund, Centennial Events Program, etc.) to enable Yukon communities to carry out arts and leisure activities. Also, the Yukon Lotteries Commission is a regional level third sector organization created to re-circulate Yukon gaming revenues by providing funding for arts and leisure projects (ie: leisure, heritage and culture activities; amateur performances and sports; visual and literary arts, etc.) which community groups and organizations carry out (Yukon Lotteries Commission, 1999). However, at the local level, the City of Dawson's Recreation department administers the Recreation Board Grants fund to help community groups achieve leisure, arts, and recreation projects six times per year (Barber, 1999).

In fact, the City of Dawson's Recreation department supports the development of sports and leisure activities for community members in other ways as well. To this effect, they are "committed to ensuring all residents of Dawson have opportunities to participate in programs and activities which promote the benefits of active and healthy lifestyles" and they promote and coordinate more than two dozen activities for community members (Dawson City Recreation Department, 1999). In fact, one reason for the success of their

activities is that they receive a high level of support from parents and members of local agencies. For example, the department's representatives liaise with the Robert Service School (RSS) Committee to coordinate use of the school's gymnasium and ancillary room for youth and adult activities (ie: aerobics, badminton, floor hockey, karate, kick boxing, soccer, etc.) and share responsibility for supervising youth after school (Barber, 1999). They have also carried out activities for their Youth Minds community group because of partnerships with local groups. For example, representatives from the local health centre participated in a recent body image program for young people, the Dawson Ski Association facilitated a snow boarding clinic at Moose Mountain, the Dawson Radio Society helped with a training program at the radio station, and the Conservation Klondike Society helped with an environmental program at both the local and regional recycling depots (Barber, 1999). Thus, these activities show the significance of networks for finding resources (ie: facilities, education, experiences, connections, etc.) to help carry out local programs, facilitate excursions outside the community, and ultimately contribute to the personal growth and development of community members.

SOCIAL SUPPORTS

In Dawson City, the third sector provides opportunities for residents to participate in approximately twenty-one groups, committees, or organizations that provide valuable social supports (see Table 3 above). Although this involvement has been most evident concerning education, health & safety, religion and the environment, the third sector has apparently enabled community members to address local needs, administer valuable

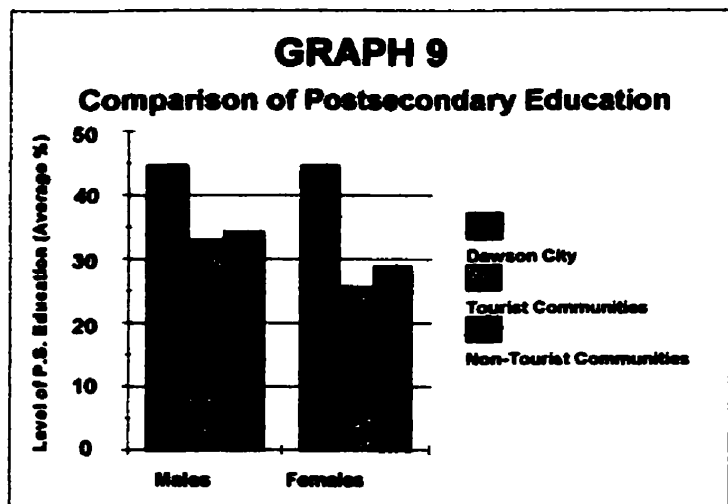
facilities, set up programs and deliver services that enhance residents' quality of life and contribute to tourism development.

Education:

The significance of education for rural tourism-oriented communities may be related to several factors. For instance, residents can benefit from local learning opportunities because it may reduce the need for to import labourers by ensuring the employability of local people, it may help to maintain a stable population by lessening the need for community members to obtain education outside, or it may develop the human resource dimension within communities by increasing residents' capacity to direct and control local developments. In Dawson

City, more residents have a post-secondary education than in either tourist or non-tourist communities.

Graph 9 shows that 44.7% of Dawson's males have a post-secondary level education, which is



much higher than the average level Source: New Rural Economy (NRE) project CSD database.

of males with post-secondary education in tourist (32.9%) and non-tourist (34.2%) communities. Also, 44.6% of Dawson's females have a post-secondary level education and this is also much higher than the average level of females with post-secondary education in tourist (25.6%) and non-tourist (28.8%) communities. Thus, since the data show that Dawson's community members have high levels of education, this may be a

reason for the community's success and it may be a particularly significant feature regarding the community's third sector.

In Dawson, both the public and third sectors share responsibility for administering local educational facilities. For example, the Robert Service School (RSS) Committee administers a primary level school (Kindergarten to grade 12), the Community Library Board administers the public library, the Yukon College Campus Committee administers one of thirteen Yukon College campuses out of

Whitehorse, and the Tr'ondek Hwech'in administers a variety of educational programs at their Learning Centre. (Yukon College, 1998a).

For the most part, the Tr'ondek Hwech'in support programs at the Learning Centre and have benefitted from significant regional level contributions (ie: Council of First Nations' Aboriginal Services and Aboriginal Languages programs, Youth Investment and Youth Strategy funds, CDF program), while the schools are both financed by the Yukon Education branch and the library receives its primary funding from the Yukon Libraries and Archives Division (Adams, 1999; McLeod, 1999).

Partnerships have played an important part in the delivery of educational services and programs. For example, because the library functions as both a school and a public library, the RSS Committee and the Library Board work closely together to coordinate use of the facility (Adams, 1999). Similarly, Tr'ondek Hwech'in representatives have



Figure 12: The Court House Building - A Parks Canada KNHS. Copyright Parks Canada.

worked closely with parents, community members, and the RSS Committee to develop a First Nations language program, which has become part of the school curriculum (McLeod, 1999). Furthermore, the College Committee maintains a leasing arrangement with Parks Canada, which gives them office space in the historic Court House Building (figure 12) and they also maintain approximately eighteen partnerships with the private, public, and third sectors, which have provided access to a variety of resources (ie: supplies, sponsors, mentors, work placement, guest speakers, etc.) (Yukon College, 1998a:6&18). Yet, partnerships have also given the Committee access to funding. For example, a 1999 partnership with the Yukon Education branch and the City of Dawson enabled them to get support from the Klondike Region Trust Fund, providing a \$17,105 grant to fund a computer skills training program and an additional \$20,000 (in partnership with the Tr'ondek Hwech'in) to fund a trades qualifier program (Klondike Sun, 1999a:3).

For the most part, the facilities are beneficial because they provide valuable learning opportunities for community members. For instance, the school delivers a necessary service for the community's youth while the library provides access to additional resources and programs. Also, the college aims to give students employable skills by focusing their courses on some relevant areas of work (mine training, technical skills, developmental studies, office administration) within the community (Yukon College, 1998a:17). Furthermore, because they have been focused on cultural development, the Tr'ondek Hwech'in's programs (ie: Klondike Literacy Program) have been geared toward developing cultural pride, traditional knowledge, and teaching the Han language

(McLeod, 1999).

Health & Safety:

Health and safety are two important aspects of community life. However, they can become particular areas of concern for communities that rely on tourism as their main economic source because unhealthy or unsafe conditions can lead to a variety of negative consequences such as, a poor reputation that deters visitors from going to a destination area, it may cause people harm or lead to the destruction of local resources, and it may even create a climate of fear for both residents and tourists. Although the private sector provides support by supplying certain related products and services, the public sector is often responsible for ensuring healthy and safe citizens through the provision of hospitals and clinics, police and law enforcement agencies, and by upholding health and safety standards (ie: water treatment systems, law making powers). Yet, the case of Dawson City shows that the third sector also shares responsibility for supporting this aspect of the community's development. For instance, Dawson's Nursing Station is a government-funded health centre that contains a five-bed hospital, employs two resident doctors and four public health nurses but the centre's ability to deliver services within the Klondike Region has been enhanced by the existence of community groups like the Dawson City Ambulance Team, which relies heavily on volunteers and government funding to maintain an ambulance station and to provide payment to members when they respond to an emergency call (Yukon Women's Directorate, 1999). To this effect, the third sector stands out because it complements public sector initiatives and has the potential to increase the delivery of health services at the local level.

However, Dawson's third sector apparently plays an important part in maintaining a safe environment for community members. This was illustrated by the 1997 problem of "teen vandalism," which was a major community concern and a threat to tourism because it affected local businesses (ie: thefts, break-ins, property damage), historic resources (ie: Parks Canada sites), and public property (ie: recreation facilities, park areas). Although the City of Dawson responded with public consultations that led to the enforcement of a Loitering By-Law in 1998, and the RCMP has administered programs (ie: Crime stoppers, PACE, Aboriginal Shield Program) at the local school, a significant initiative arose when residents created the Dawson Community Group Conferencing Society (DCGCS) in 1998 to set up a program of restorative justice. Since the program "is meant to enhance mainstream justice methods by diverting low risk offenders into community-based projects where they must take responsibility for their actions by facing those whom they have harmed," it has been the basis for the RCMP's national Community Policing initiative because it recognizes the role that communities can play in delivering justice at the local level (Laing, 1999; Yukon Justice, 1999:5).

One reason for the program's success is that it has benefitted from the existence of strong local leaders and networks. For example, in 1997, the local RCMP initiated an information session with the assistance of Yukon government officials (ie: Chief Prosecutor, Circuit Judge, Defense Attorney) and advocates from Watson Lake's Dene Keh restorative justice program and, although only one resident attended the session, the individual recognized that the approach could be used to address disciplinary problems in the school and used personal networks to organize a focus group to review a program

video (Laing, 1999). The effort was successful for mobilizing community representatives (ie: DCCC, Recreation department, City Mayor and Council, Nursing Station, RCMP, RSS, Superintendent of schools, Tr'ondek Hwech'in, Women's Shelter, parents, students), it led to a repeat information session, a consensus was reached, and thirty people volunteered to form a Steering Committee and donated 1500 hours of their time to start the program (Laing, 1999). To this effect, local leaders were integral for using networks to generate interest, find volunteer support, and form the non-profit group to carry out the program in Dawson.

Another reason for the program's success relates to DCGCS's ability to establish partnerships and generate funding to support their activities. For example, although the group's volunteer Board of Directors comprises four officers and a varying number of Directors, it ensures representation by maintaining institutional Board seats for the RCMP, the Robert Service School, the City of Dawson and the Tr'ondek Hwech'in (Laing, 1999). The group delivers a range of services (ie: pre-charges, post-charge diversion, sentencing recommendations, apology sessions, school conferences), they provide training for residents (ie: as program facilitators) and new staff in other agencies (ie: RCMP, RSS, DSTS, Tr'ondek Hwech'in), and they work closely with certain representatives (ie: RCMP, RSS, Court Judge and Prosecutor, Probation Services) to accept referrals (Laing, 1999). Also, a formal partnership with the City of Dawson provided funding to set up the approach, they receive regular funding from the Yukon government to cover their basic staff and office costs, and they have solicited grants from both the regional (ie: Crime Prevention and Victim Services, CDF program) and federal

(ie: Community Mobilization fund) governments to carry out their activities and devise projects (ie: a school pilot project, research initiatives, etc.) to raise levels of awareness (Laing, 1999). Thus, the organization shows that Dawson’s third sector has provided opportunities for residents to respond to the community’s needs, access tools to address these needs and deliver a program that supports the local development process.

On the other hand, Dawson’s third sector has also provided opportunities for residents to create a healthy and safe community by addressing the well-being of animals. The importance of this has been linked to residents’ concern for past animal control practices (ie: ‘midnight run’ strategy to collect and exterminate dogs) to deal with strays and large packs of dogs roaming the streets. Some residents have attributed the problem to summer workers who get and abandon pet dogs at the end of the season and it, apparently, contributed to an attack and hospitalization of one young resident. Thus, it was largely to address this concern and abolish this kind of ‘inhumane’ animal treatment that residents formed the Human Society Dawson City (HSDC) in 1995. The organization is another illustration of the contributions of strong local leaders. For instance, the group was initiated by a local veterinarian but, when the resident left from burn-out, a second resident (both relative newcomers to the community) who was passionate about the cause stepped in to direct the group and successfully re-energized the movement. Today, the organization benefits the community by operating a shelter for lost or nuisance animals, a clinic that provides year-round employment for a veterinarian, and adoption, boarding, and foster care services (McWilliam, 1999). Furthermore, to create an “animal friendly community,” the organization expects to increase support for the local tourist industry by

creating a brochure to welcome pets to Dawson and to advertise boarding services (ie: for visitors who are making day trips, who are staying in establishments that do not accept pets, etc.), which will support private sector businesses, enable the group to generate funding, and enhance visitors' stays while in Dawson (McWilliam, 1999).

The existence of local and external partnerships have obviously increased the group's access to resources and improved their ability to deliver services. For example, the Yukon government helped the group by donating a building and by funding (Appendix 2) renovations to the shelter and animal clinic between 1998-1999 (McWilliam, 1999). Also, a formal partnership established with the City of Dawson in 1998 gives them the animal control contract, funding for their basic costs, and a \$1/year lease on their property contingent upon the provision of services (Kincaid, 1999; McWilliam, 1999). The arrangement shows how the public and third sectors can benefit from working together because, as one organizational member pointed out, the HSDC is "the only humane society in Canada that has a contract to provide animal control [service]" and they have also shared responsibility for creating and amending the City's animal control by-law to combat animal neglect. At the local level, they have provided representation for the Klondike Horseman's Association to ensure that their needs are included in by-law amendments and they have worked with the Percy De Wolfe Race Committee to provide support and prizes for best animal treatment in their annual winter event (McWilliam, 1999). However, they also have an ongoing liaison with the Humane Society Whitehorse, which taught them start-up procedures and consists of exchanging information about animal adoptions (McWilliam, 1999). Thus, the HSDC highlights the

value of supporting third sector activities but it also shows that community organizations can respond to local concerns, create a healthier and safer community, and provide opportunities for local participation in the community development process.

Religion:

Religion has been an important part of community life in Dawson since the gold rush era. This is evident because two of the community's longest enduring religious groups include St. Paul's Anglican Church (est. by William Kirby in 1902) and St. Mary's Catholic Church (est. by Father William Judge in 1897). In fact, because of their charitable and humanitarian focus, these kinds of organizations have made important contributions to Dawson's development. For example, Father Judge has been accredited with creating Dawson's first hospital at the turn of the century and it was administered with the assistance of the Sisters of St. Anne, which arrived during the gold rush and established Dawson's first school in 1904 (Coonen, 1997). Yet, these religious organizations apparently continue to contribute to residents' lives. For example, part of St. Paul's Church serves as a volunteer administered thrift store, another portion of the church facility (St. Martin's Chapel) is used by the Dawson Shelter Transition Society to administer the Canadian Pre-Natal Nutrition Program (CPNP), and they maintain the building that the Dawson Child Care Society operates as the Haldenby House day care facility (Tyrell, 1999). Thus, by supporting and working with other community groups, the organization has increased the availability of valuable programs and services.

On the other hand, these kinds of organizations have also contributed to tourism. For example, both St. Paul's and St. Mary's work with other local agencies to administer the

food bank and soup kitchen program (see pg. 89 above) and they liaise with the Dawson City Music Festival Society (figure 13) to provide church venues for workshops and concerts. Furthermore, as historic buildings, the facilities also contribute to Dawson's tourist attractions. For example, St. Mary's Church began a conservation project in 1995 that involved restoring and reproducing various historical aspects of the structure (ie: original wall paper, altar design, motives) as well as, identifying, cataloguing, storing, and displaying artifacts obtained from the old Church, hospital, and school (Coonen, 1997; McCauley, 1999).

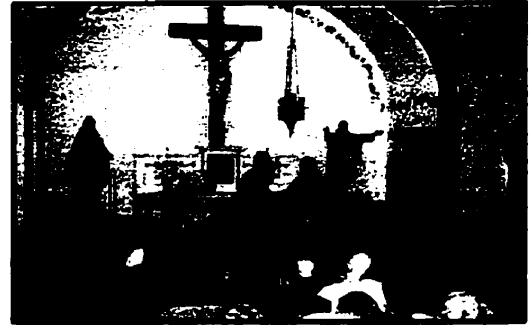


Figure 13: St. Mary's Catholic Church - A house of worship and a venue for community activities. Photo by Jay Armitage. Copyright DCMFS.

Yet, the group clearly carried out the project because of outside support, including more than \$80,000 from Yukon government funding programs (ie: CDF, CEP, HPAC) to renovate the ground hall as a public venue, to rebuild the roof and to create a Sisters of St. Anne interpretive display with an additional \$50,000 from the Catholic Church Extension Society, a national level non-profit group, to stabilize and renovate the building (Coonen, 1997; McCauley, 1999). Thus, this kind of support has been significant for the third sector's activities because it enables organizations to provide valuable community services, it contributes to the town's amenities and it enhances the availability of cultural tourism resources.

Environment:

The environment is an important area of concern for communities that rely on tourism

as their main economic source because the physical environment is often an area's most important tourism resource and increased land uses or neglect may have detrimental effects on the environment, detract from the area's appearance, create a poor impression for visitors, lead to problems that affect people's health, and even destroy the very features that draw visitors to an area. In Dawson City, the third sector has played an important role in preserving the local environment. For example, residents benefit from the existence of two volunteer fire departments that work in partnership to deliver emergency fire protection services in the Klondike Region. The oldest is the Dawson Fire Fighters Association (DFFA) and the Klondike Valley Fire Fighters Association (KVFFA) was established more recently in the subdivision of Rock Creek, which provides a necessary service twenty minutes outside the town core and limits the potential of severe fire damage in the outlying areas of Dawson. For the most part, the organizations contribute to the community by working with other groups to provide representation on committees (ie: Emergency Measures Organization), participating in tourist events (ie: Canada Day, Discovery Days), and such. However, the organizations have obviously been integral for protecting Dawson's natural and economic resources, especially considering past fires have destroyed local buildings and homes, many buildings are historic constructions built with wood materials, and a densely forested remote location tends to put the community at risk.

On the other hand, Dawson's third sector has enabled community members to become involved in preserving the environment in other ways as well. For example, one way in which they have done this is by establishing the Conservation Klondike Society (CKS), a

non-profit organization that has contributed to the community's development by establishing a recycling program, a recycling depot, and by administering the local dump landfill. A major reason for the organization's success relates to the fact that they have received support from local and external agencies. For example, the Yukon government (Appendix 2) enabled them to establish their recycling depot in Dawson by funding renovations to the facility between 1997-98. They also maintain a partnership with Raven Recycling Society in Whitehorse, where they ship their recyclables once they have been collected and organized at the depot in Dawson. At the local level, the group attempts to work with other local agencies (ie: City Recreation department, RSS) to educate youth regarding the importance of preserving the environment, which is an important contribution to the future development of the community. Furthermore, they established a partnership with the City of Dawson in 1998, which gives them a contract to administer the Quigley dump landfill and to carry out these activities they created a building at the site that contains an administration office, a depository for household recyclables, and a free second hand store (Kincaid, 1999). Also, while the CKS provides refunds for various items to encourage residents, businesses and community groups to participate in their program, the City supported their effort by implementing a 1999 by-law that makes it mandatory for all local businesses to separate their cardboard from the rest of their garbage (Reynolds, 1999:51). To this effect, the CKS's programs are beneficial for the community because they offer an environmentally friendly approach to dealing with the community's refuse by separating solids to reduce waste levels, creating a less costly operation, and resulting in a longer lasting landfill (Reynolds, 1999:51).

CONCLUSION

In Dawson City, the third sector has played a significant role in the community's development. This is apparent because the third sector is an active part of community life in Dawson (particularly concerning the economy, arts and leisure, and social supports) and has contributed to the community's success by carrying out activities and projects, creating and administering local facilities, generating employment opportunities and delivering programs and services. In fact, the third sector has obviously served as a basis for collective action and this has not only, enabled residents to realize their goals, but it has also given them a degree of control over the scope and direction of local developments.

Dawson has a strong third sector for several reasons. First, this sector relies on a significant amount of voluntary activity and this is evident because the third sector comprises about eighty community groups and organizations that reflect a variety of local interests and provide several opportunities for local involvement. Second, the existence of local leaders (ie: individuals, groups, local governments) have been essential for pioneering the creation of community organizations, mobilizing other community members, energizing social movements, promoting the community outside, identifying local problems and areas of need, and even developing solutions for some of tourism's spin-off effects. Third, the use of local and external networks, plus a high level of cooperation among the three sectors, has been important for finding tools needed for development. For example, in Dawson, third sector groups exchange resources (ie: buildings, funding, networks, information, volunteers), they support the public sector (ie:

provide social services, programs, identify local needs, stimulate the economy, etc.), and they support the private sector (ie: creating visitor attractions and events) but they also receive support from both private (ie: donations, funding, volunteers) and the public (ie: through special powers, funding, partnerships, expertise, volunteers, etc.) sectors. Thus, Dawson's third sector has been a vehicle for the community development process and it has been especially valuable for developing a form of tourism that enhances several aspects of the community's quality of life.

IMPLICATIONS AND CONCLUSIONS

Funding initiatives:

The federal government's decision to set up the KNHS program has been integral to Dawson's success. It resulted from a combination of the HSMB's interest in Dawson's history and residents' ability to lobby HSMB representatives regarding the significance of local historic buildings and it has contributed to the community by ensuring a steady flow of funding to finance historic building restorations, generating year-round training and employment through Parks Canada, and stimulating the tourist economy.

The 1980 CYTA initiative comprised a \$2 million federal contribution for regional tourism development and it enabled the Yukon government to create a granting system to allocate funding to the Yukon's communities. Dawson benefitted because: it was timely (the 1979 flood affected local tourism resources); the programs enabled the public, private, and third sectors to benefit; the gold rush history was relevant to the Yukon's travel industry; local projects were oriented toward tourism; and strong community organizations were able to use the opportunities that emerged from the Agreement.

Dawson has benefitted from federal programs (ie: HRDC, Service Canada, CPNP, Volnet, CAP) that have provided access to funding, information and services at the local level because local leaders have recognized the value of these programs and residents (ie: citizens, public sector representatives, leaders in third sector groups) maintain strong networks (ie: some are past public sector employees, have worked closely with federal agencies, maintain regular contact with funding representatives, share information about

outside funding programs) which provide access to these kinds of programs.

The Yukon government has contributed to Dawson's success by creating a climate that provides local control over community developments, creating opportunities for participation in the development of the Yukon's tourism industry, endorsing local involvement within regional tourism plans, getting local input through community consultations, lobbying the federal government for funding, and creating granting programs that have encouraged the participation of all (public, private, third) sectors.

Dawson has benefitted from the Yukon government's funding programs because: the gold rush history is valuable to the Yukon's tourism industry; the KNHS program has enhanced the community's stability and provides security for regional government contributions; Dawson has several community organizations that apply for funding; the goals of Dawson's applicants are in line with program objectives (ie: projects are tourism oriented, groups generate their own funding, work in partnership); Dawson's applicants maintain relationships with program officers (ie: who inform applicants of other grants, encourage groups to partner, help with the completion of applications).

Dawson has been successful because it has strong third sector groups that raise funds for their own activities through community events, from national level third sector organizations (ie: church groups, museum assistance programs, arts and cultural organizations, etc.), and from other local groups (ie: groups help each other through donations of in kind support, the KVA's Community Grants fund enables groups to raise funding) and this increases their chances of receiving financial assistance from government programs.

Dawson's private sector supports third sector groups because entrepreneurs recognize that these groups enhance community life and create profitable visitor attractions. The private sector's ability to act as a constant source of funding may relate to the lucrativeness of Dawson's tourist industry, thus, tourism's success combined with the private sector's willingness to help, contributes to the existence of a strong third sector.

The City of Dawson has contributed to the community's success by lobbying senior levels of government for funding to start major projects (ie: the pool, the recreation centre), using their access to special powers to address the needs of the local population, and by encouraging the development of partnerships between different groups to ensure that their activities lead to local benefits. The Tr'ondek Hwech'in have also contributed to Dawson's success by carrying out major projects (ie: cultural centre, administration building, housing, etc.) and pursuing economic objectives through Chief Issac Inc., a division of their operations that owns several local businesses, keeps money circulating within the community, and creates local employment opportunities.

Unique characteristics:

The case of Dawson City stands out because residents have comparatively high levels of post-secondary education, which contributes to Dawson's success (ie: higher skill levels enhance the activities of organizations, groups, businesses, local leaders) and may be an important attribute of a strong third sector. Residents have high levels of education because they: have access to education (ie: Yukon College campuses); have been lured to the North's high paying occupations (ie: some jobs compensate for the isolation); have been attracted by lucrative tourism occupations (ie: entrepreneurial opportunities); and

may be attracted to the pace and experience of rural community life.

The case of Dawson City is unique because it features a comparatively high level of minority populations, which contributes (ie: diverse backgrounds, experiences, innovations) to Dawson's success and may also characterize a strong third sector. This diversity may be explained by: the existence of Dawson's First Nations people; the international reputation of the gold rush; Dawson's main industries (tourism and mining) represent lucrative lifestyles; Dawson's location offers a unique lifestyle (ie: thrill of being in the far north, a contrast to urban life, living off the land); and strong networks have drawn people (ie: friends, family, acquaintances) to work and live in Dawson.

Dawson City stands out because it features a comparatively high aboriginal population and a high level of community cohesion (ie: solidarity through intermarriages and kinship relations, volunteer participation, cooperation on projects, and representation in the planning process). The Tr'ondek Hwech'in's contributions have included: tourism involvement; a land claims settlement; providing representation on local boards and committees; maintaining networks and generating project funding; initiating economic developments (ie: Chief Isaac Inc. owns tourism, construction, petroleum businesses); setting up social, cultural, and educational programs; and creating local facilities (ie: cultural centre, administration building, housing, day care).

Volunteering:

Dawson's strong volunteer ethos has contributed to the community's success. Residents largely volunteer because: they are passionate about their interests; they derive personal enjoyment from it; it provides access to political power (ie: participation in an

economic organization may give a business owner the ability to influence decision-making); it fulfills a personal agenda (ie: it can be strategy for networking, promoting one's trade, and generating personal wealth; it is a past time or a social activity (it combats isolation); and the seasonal economy provides more time for volunteering during the off-season (and successful event planning).

Long time residents perpetuate this volunteer ethos because: it is a traditional aspect of life (ie: community groups were a part of 'gold rush life', these early groups created historic buildings, some of these groups still exist in Dawson today); they have roots (friends and family ties) in the community; they are tied to community experiences (ie: from ghost town to tourism); they have a sense of community pride that serves as a motivation for involvement.

New residents volunteer because: it is a way of meeting people; they have enjoyed it in the past; or it may be a way of gaining social acceptance (ie: residents bond with others who share their special interest, others may admire their contribution to the community; a strong volunteer ethos makes volunteering a 'trendy' activity). These people contribute to the community's success by: increasing the volunteer labour pool; using their own connections to increase access to tools and information; and bringing new energy, leadership, and experiences to third sector groups.

Transient residents and seasonal workers often volunteer because it is: a way of meeting others; a part of their northern experience; a form of leisure; and accompanied by benefits (ie: DCMFS incentives include concert tickets, meals, T-shirts). These people contribute to Dawson's success because: their arrival coincides with many volunteer-

driven events; they supplant the labour (work and volunteer) force; they alleviate burn-out for year-round residents; and they make long-term contributions (ie: stay longer, return year after year, become a part of the year-round population).

The community's remote location and small size (both population and area) are factors that contribute to a high level of cohesion among community members in Dawson and, although people may be more accessible (especially through personal networks like friends, work relationships, family) and interested in volunteering as a past-time, it also makes people more susceptible to the social consequences of *not* volunteering (ie: they may volunteer as a way of 'fitting in', to avoid being pursued by members once they have left the group, to avoid being ostracized by members who view their exit as negative or a personal affront).

The use of local media (ie: newspaper announcements, notices on public bulletin boards, television ads, public mailings, etc.) has been integral to some group's abilities to recruit volunteers, solicit donations, and publicize their activities (ie: events, meetings). This is a particularly useful strategy for recruiting volunteers because: it is informative; it goes beyond word-of-mouth advertising; is effective for reaching community members that are new or less familiar with the year-round residents; and it encourages participation among non-residents (ie: visitor attendance can be essential for generating funding for community group activities).

There have been some efforts to address volunteer burn-out (ie: the City of Dawson provides funding for some group's basic administrations costs, DCMFS limits the number of hours per volunteer) and, although this is important for the recruitment and

retention of volunteers, it does not appear as though residents have devised any clear strategies to deal with this but it may not be a major concern because the transient nature of the population naturally alleviates this problem.

Some community members pointed out that Dawson benefits from the existence of 'professional volunteers' who "will volunteer for anything anytime" and invariably participate in a range of activities, groups, and projects in times of need. Since these leaders contribute to the community's success, and are a valuable third sector resource, it is important to recognize that communities could benefit from identifying these people, supporting their involvement, and getting their assistance (ie: to design and set up a volunteer recruitment program, to act as motivational speakers, as candidates for special training, to campaign and rally other volunteers).

Additional features that may serve to attract and retain volunteers include: group success (ie: acquisition of funding, achievement of projects); group status (ie: measured through successes, decision-making power, image in the community); incentives (ie: membership benefits, volunteer rewards); the existence groups that correspond to local interests; type of events (ie: social activities versus strictly tourist-oriented); and public recognition (ie: the KVA holds an annual appreciation and awards night; some groups list their supporters through newspaper ads; some groups issue certificates of recognition or letters of thanks; event coordinators announce voluntary efforts, business donations, and such).

Implications for the third sector:

Tourism and the third sector are highly integrated. This is important to recognize

because it challenges some beliefs that only the private or public sectors are important for stimulating economic development. Dawson benefits from the existence of special non-profit organizations at both the regional (TIA-Yukon, YAC, YFNTA) and the local (KVA, KCS) levels because they support community initiatives and promote tourism through programs, projects, and attractions. The existence of special event committees and many sports and leisure groups have also been essential for organizing activities that draw visitors to the community and, by liaising with local tourism (KVA, KCS) and economic development (DCCC, KPMA) organizations, third sector groups have increased levels of efficiency (ie: access to resources, sharing responsibilities) for the promotion and development of tourism in Dawson.

The third sector can be a vehicle for local involvement in the community development process. This is important to recognize because few researchers have considered the role of this sector (especially regarding tourism development) and communities may benefit from realizing that their human resource dimension has the potential to be a lever for development. Dawson's success is linked to existence of a strong third sector: energetic leaders that mobilize others; the activities of volunteers; local and external networks to access resources; and more than eighty community groups that reflect a wide range of interests and are valuable for teaching transferrable skills, promoting social cohesion, enabling residents to achieve community-oriented goals, and maintaining community quality of life.

The synergy between the public, private, and third sectors has been integral for Dawson's success because tourism is multidimensional (ie: comprises several different

industries) and this kind of integrated approach is valuable for creating a consistent and heterogeneous tourism product. To this effect, the case of Dawson City has shown that the third sector *benefits* (ie: funding, donations, volunteers) *from* the public and private sectors, *contributes to* the public (ie: delivers programs and services) and private (ie: organizes events, maintains attractions) sector's activities and that there is a strong degree of cooperation among participants within each of the public (ie: different levels of government support one another), private (ie: local businesses recommend each other's products), and third (ie: community groups work together to coordinate activities and events) sectors.

In consideration of this, some might ask - is the third sector really separate? The case of Dawson City shows that the third sector is distinct to the extent that: it is made up of groups and organizations that operate on a non-profit basis; participation in these groups is voluntary; they have special access to funding programs; and their operations tend to be community-oriented with a strong degree of public accountability. Thus, while a high level of integration may blur the lines (of distinction) between these three sectors, the reality is that this feature has contributed to the community's success and the third sector could not exist on its own because it is fueled by the private and public sector's assistance, cooperation and volunteers (conversely, the private and public sectors could not accomplish Dawson's level of success without one another).

Implications for community development:

Planning is a necessary part of the development process because it serves as: a starting point and a commitment toward change; a way of sharing ideas and reaching a

consensus; an agreement of important priorities and goals; a vision for the direction of long-term developments; a guideline for the physical development of an area; and a framework for making checks and balances once the plan is set in motion.

Partnerships are a significant part of the development process because they: may help to set a plan in motion by adding momentum to the process; provide access to in-kind support; open communication lines; coordinate the activities of different groups; increase levels of efficiency by avoiding duplication; enable groups to share roles and responsibilities; and provide access to resources outside the community.

Participation is integral for community development because it: leads to collective action; generates support for social and economic change; mobilizes people toward a shared interest or issue; ensures representation of a variety of interests and individuals; provides a greater degree of control over decision-making; contributes to greater levels of community cohesion; promotes a strong attachment to the economic (tourism) development process.

In Dawson City, these ingredients have been an important part of the community's development. The regional government has been involved in most planning efforts, especially since they established a local office and tourism representative in the community in the early 1980's, and local government representation has been important for endorsing these initiatives. Yet, since the private (ie: represented by the Chamber of Commerce) and third (ie: local tourism-oriented groups) sectors have also participated in the recent tourism development and marketing plans, community planning initiatives have obviously become collaborative efforts for Dawson City.

The case of Dawson shows that community members have become involved in the development process by participating in the activities of the third sector but, typically, the local government has helped to stimulate partnerships of exchange among the third sector and this has contributed to the development process because it ensures the continued existence of community organizations plus the ongoing delivery of programs and services within the community.

Implications for tourism development:

Tourism can be a motor for economic development within rural communities because it has the potential to: generate employment; create entrepreneurial activity; increase the availability of goods and services; increase wealth circulating within an area; lead to infrastructural developments; benefit a variety of industries needed to meet the supply and demand of tourism; contribute to a stable year-round population; and generate further year-round economic activity.

The downside of tourism is that: residents may object to tourism development because they feel threatened by outsiders in their community; they may resent the use of facilities for tourism rather than community purposes; it may lead to conflicts associated with increased population levels; it may be seen as threatening to local customs and ways of life; it may contribute to the degradation of the local environment; and seasonality may contribute to high levels of unemployment.

The case of Dawson City has been successful in maintaining local control over the direction of tourism by: providing opportunities for residents to become involved in the third sector; enlisting support from local and external agencies; maintaining networks

both inside and outside the community; participating in the preservation, use, and management of heritage attractions; carrying out projects and activities that attract visitors; marketing and promoting the community's industry within and outside the destination area; ensuring that the industry does not conflict with the enhancement of the community's quality of life.

Recommendations for future research:

Several important research questions arise from this case study analysis.

- ◆ **What kinds of resources do communities require to achieve a successful form of rural tourism? How can communities ensure the retention of local control and access to revenue generated by tourism and related industries? What steps can communities take to identify, access, and make use of important tools for development? What can communities do to stimulate the creation of local and external partnerships? What can be done to improve access to federal and regional funding programs in rural areas?**
- ◆ **Is there a need to improve existing data sources (ie: Census data provides little insight into the non-economic aspects of people's lives)? Would it be beneficial to incorporate a statistic (ie: the federal TSA approach enables an assessment of tourism at the national level) for measuring the tourism industry at the local level? Would communities benefit from increased access to analyses of these data sources? These questions are worth investigating considering the potential uses of this kind of information (ie: creating a community profile, highlighting strengths and weaknesses, forecasting a direction for development), and especially if tourism is to continue to be advocated as a viable form of rural economic development.**
- ◆ **Is it possible to identify 'ingredients' for a successful form of development? Is there a relationship between education and level of success? If so, how can the delivery, access, and benefits of educational programs be increased for rural residents? Is there a relationship between minority populations and level of success? How can rural communities attract new residents? How can rural communities retain their existing populations? What steps are communities taking to encourage aboriginal involvement in the planning and development process? How can their involvement in tourism be encouraged without placing pressure on these people? Is the land claim settlement an important prerequisite for aboriginal development? For increasing levels of social cohesion between**

Native and non-Native residents?

- ◆ **What is the extent and nature of the relationship between the third sector and successful community economic developments? What kind of information exists regarding the successes and failures of this sector in other communities? Would it be helpful for communities to have access to this kind of information? Is the proliferation of this kind of information necessary for strengthening the activities of the third sector (ie: a booklet similar to that recently published by the federal government regarding 'exemplary' private sector tourism practices)? What steps should communities take to foster a strong volunteer ethos? What kinds of funding programs are available for third sector activities? How can the third sector encourage private sector contributions (ie: exchange of in-kind support, provide publicity or advertising)? What kinds of successful fund-raising initiatives are being carried out by third sector groups (ie: partnerships that enable several groups to benefit, events that encourage resident and visitor attendance)?**

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APPENDIX 1
DETAILED LIST OF PARKS CANADA'S KLONDIKE
NATIONAL HISTORIC SITES ¹

Bear Creek Complex - Originally owned by YCGC. Accessible to the public during summer season. Interpretive program offers a guided tour and a raw gold demonstration.

Bigg's Blacksmith Shop - Built in 1899 as a hotel, used as a blacksmith shop in 1907, and closed during the 1950's. Not accessible to the public. Interpretive sign and window display.

Black's Residence - Original home of Commissioner George Black and his wife Martha. Accessible to the public as accommodations with an interpretive sign.

Bank of British North America - Built in 1899 and operated as the Bank of Montreal until 1968. Accessible to the public during the summer season. Also offers accommodations, public office space, and Parks administration offices.

BYN Co. Ticket Office - Original British Yukon Navigation Co. Ticket office. Accessible to the public during the summer season as the Northwest Territories visitor reception centre.

Commissioner's Residence - Official residence of the Yukon Commissioner from 1900-1916. Accessible to the public during the summer season and used to host major local events (ie: the Commissioner's Tea, etc.). Interpretive program offers a guided tour.

C.O.'s Quarters - Original residence of the commanding officer of the Fort Herchemer NWMP. Accessible to the public year-round as Parks Canada's administrative building.

Court House Building - Built in 1901 as the territorial court house. Accessible to the public year-round as office space (leased by the dentist, social services, Yukon College campus, etc.).

Dawson Daily News - Operated as the local newspaper from 1898-1953. Not accessible to the public. Interpretive sign, audio and window display.

Dr. Brown's Residence - Built in 1901 as the home of dentist John Brown. Accessible to the public as accommodations with an interpretive sign.

Dredge # 4 - Originally owned by YCGC. Accessible to the public during the summer season. Interpretive program offers a guided tour and an information display.

Harrington's Store - Constructed in 1900. Accessible to the public year-round as Parks Canada's local administrative building. Interpretive window display.

¹ This information was compiled from the KNHS interpretive program signs in Dawson City, interview materials, and P.R. Services Ltd., Dawson City: Heart of the Gold Rush Centennials, Whitehorse, 2000.

KTM Building - Originally a freight line depot and used by the Klondike Thawing Machine Co. as a warehouse in 1912. Not accessible to the public. Interpretive sign and window display.

Lowe's Mortuary - Originally a furniture store and then a mortuary from 1916-1953. Not accessible to the public. Interpretive window display.

Madame Tremblay's Store - Built in 1899 and later used as a dry goods and novelty shop. Accessible to the public as accommodations and office space with an interpretive sign.

McCaulay's Residence - Built in 1901 as the home of Dawson's first mayor, Judge Henry McCaulay. Accessible to the public as accommodations with an interpretive sign.

N.C. Co. Warehouse - Originally used by the Alaska Commercial Company (later known as the Northern Commercial Company) as one of four warehouses and later used by the Dawson City Amateur Athletic Association (DCAAA). Not accessible to the public. Interpretive sign.

Oak Hall Store - Built in 1900 as a general merchandise store. Accessible to the public year-round basis as Parks Canada's administrative building. Interpretive window display.

Old Post Office - Built in 1901 as the original post office. Accessible to the public during the summer season. Canada Post offers outgoing mail service and the KVA provides a ticket outlet for the Gas Light Follies show.

Palace Grande Theatre - Built in 1899 and restored in 1961. Accessible to the public during the summer season. Interpretive program includes a tour and the KVA stages the nightly Gas Light Follies show.

Red Feather Saloon - The last remaining gold rush era saloon. Not accessible to the public. Interpretive window scene.

Robert Service Cabin - The late poet Robert Service's home. Preserved by the IODE in 1914, then by the KVA and the City of Dawson until 1971. Accessible to the public during the summer season. Interpretive program includes poetry readings and cabin tour (viewing).

Ruby's Place - A house of 'ill-repute' until the 1960's. Not accessible to the public. Interpretive window display.

St. Andrew's Church & Manse - Built in 1902 as a Presbyterian Church and the residence of the minister. Not accessible to the public. Interpretive sign.

Sternwheeler Keno - Built in 1922 by the British Yukon Navigation Company. Not accessible to the public. Currently under reconstruction. Interpretive sign.

APPENDIX 2
EXAMPLE OF YUKON TERRITORIAL GOVERNMENT
FUNDING PROGRAMS AND BENEFICIARIES ²

Beneficiary	Year/Program	Project	Amount
City of Dawson	1999 / CDF	Urban Interface program	\$24,000
	1998 / CDF	Construct outdoor facility	\$100,000
	1997 / CPI	Relocate City Hall office building	\$25,000
Conservation Klondike Society	1998 / CDF	Renovations to Recycling Depot	\$18,399
	1997 / CDF	Improvements to Recycling Depot	\$5,000
DCGCS	1998 / CDF	School pilot project	\$20,000
	1999 / CDF	Public awareness project	\$14,760
Dawson Shelter Society	1999 / CDF	Teen Assault Prevention program	\$3,371
DC Arts Society	1999 / CDF	Renovate historic Oddfellows Hall	\$200,000
	1998 / CDF	Establish School of the Arts	\$48,478
DC Museum & Historical Society	1998 / CDF	Improve locomotive shelter	\$118,000
	1998 / CDF	Build artifact storage area	\$97,880
	1997 / CEP	Leg Exhibit and Picnic	\$3,500
	1997 / CEP	Partners in Celebration	\$10,000
	1996 / CEP	Discover the Ridge Road Trail	\$4,745
DC Music Festival Society	1999 / TMF	Develop brochure and poster	\$3,000
	1998 / CEP	Rivers of Gold Tour	\$13,142
	1997 / CDF	Renovate office building	\$39,248
DC Oldtimers Hockey Association	1996 / CEP	Re-Enact Stanley Cup Challenge	\$25,000
Humane Society Dawson	1998 / CDF	Renovate animal shelter and clinic	\$35,450
	1999 / CDF	Upgrade kennel floor	\$6,000
Klondyke Centennial Society	1999 / CDF	Fairview Park project	\$5,000
	1999 / CDF	Tribute to the Miner Monument	\$20,000
	1998 / CEP	Discovery Week Festivities	\$10,000
	1997 / CEP	Re-Enact Ton of Gold Event	\$25,000
	1996 / CEP	Honour the Miners	\$6,195
	1996 / CEP	Red Serge on Horseback	\$8,000
Klondike Gold Panning Association	1996 / CEP	World Gold Panning Championships	\$10,000
Klondike Visitors Association	1999 / CDF	Construct banquet tables	\$12,000
	1999 / TMF	Create a community marketing plan	\$35,000
	1997 / CPI	Upgrades at Berton House	\$15,000
Percy De Wolfe Race Committee	1996 / CEP	Memorial Mail Race	\$1,700
St. Mary's Catholic Church	1997 / CDF	Renovate hall for public use	\$61,033
	1996 / CEP	Sisters of St. Ann Interpretive Display	\$4,400
St. Paul's Anglican Church	1997 / CPI	Renovate and Rehabilitate Church	\$13,000
Tr'ondek Hwech'in	1998 / CDF	Hire youth performers	\$20,000
	1998 / CDF	Hire tutor	\$6,760
	1998 / CDF	Moosehide Gathering event	\$20,000
	1998 / CDF	Increase wheelchair access at Moosehide	\$19,921
	1997 / CAP	Han Cultural Centre / Waterfront project	\$1,675,000
	1996 / CEP	Cultural Theatre Event	\$7,900

² This information does not cover the duration of each program. CPI program information was obtained from The Yukon News 23 May (Friday) 57, 1997 and the remainder was provided courtesy of Laurie Sthamann and Cathy Lonneburg at the Yukon Territorial government.

APPENDIX 3

DETAILED LIST OF TOURISM INDUSTRY ASSOCIATION OF THE YUKON PROGRAMS³

Consumer Show Program - Members participate in approximately eight North American trade shows. Participants pay to register and cover their own meals, while TIA-Yukon provides booth space, airfare, accommodations and transfers.

Fair Exchange Program - Businesses participate in the program, which involves offering a common US dollar exchange rate for visitors, and they receive a window decal, weekly faxes, and display sign. It is a partnership agreement with the Yukon, Whitehorse, and Dawson City Chambers of Commerce and the weekly exchange rate is publicized through the media (The Yukon News, Whitehorse Star, CKRW, CBC, and CHON FM).

Canada Select Accommodation Grading Program - Businesses participate in the national program, which consists of inspecting and rating accommodation properties according to international industry standards every two years. The program provides business owners with a marketing tool, a management tool, and access to national research trends.

Golden Host Awards Program - Businesses participate in the employee recognition program, which involves placing nomination boxes and signs at participating businesses to enable visitors to nominate employees who provided them with excellent service. TIA-Yukon provides the nominees with letters of recognition and the winners, one from Whitehorse and another from the communities, receive a certificate and gift. It is a partnership with the Whitehorse Chamber of Commerce and the Yukon Tourism Education Council and it is promoted by The Yukon News and CKRW Radio.

Training Trust Fund - Businesses and individuals working in the tourism industry are provided with access to tourism-related training costs. It is a partnership with the federal and Yukon governments, which established the fund, and it is administered by a board of volunteer trustees.

³ This information was obtained from Tourism Industry Association of the Yukon. [On-line] Available <http://www.yukonweb.com/tourism/tia/info.html>.

APPENDIX 4
ILLUSTRATION OF KLONDIKE VISITORS ASSOCIATION
ATTRACTIONS AND PROMOTIONAL EVENTS ⁴

Summer Attractions (6)

Gaslight Follies Show	Pierre Berton House
Diamond Tooth Gertie's Gambling Casino & Shows	Strait's Auction House
Jack London's Cabin	Claim # 6

Promotional Events (31)

Winter

International Curling Bonspiel
KCS Ball & Casino Nights
Yukon Quest Dof Sled Race
Trek Over the Top Snowmobile Event & Casinos
Percy de Wolfe Memorial Mail Race

Fall

Mixed Slo-Pitch Tournament
Klondike International Outhouse Race
Customer Appreciation Night
Volunteer Appreciation Night
Community Events & Casinos
(Fall/Winter)

Spring

Thaw Di Gras Spring Carnival
Annual General Meeting
Marketing Workshop & Casinos
Dawson City International Gold Show

Summer

Softball Tournament
Commissioner's Ball
Commissioner's Tea
Midnight Golf Tournament
Canada Day Celebrations
Yukon Gold Panning Championships
Annual Dawson City Triathlon
Dawson City Music Festival
Canadian Airlines International Dome Race
Moosehide Gathering
Miners Barbeque
Klondike Jamboree
Discovery Days Festival
Ridge Road Relay
Dawson City Youth Triathlon
Women's Celebration
Klondike Classic Horse Show

⁴ This information was compiled from PR Services Ltd. Dawson City: Heart of the Gold Rush Centennials. Whitehorse, 2000 and Klondike Visitors Association. [On-line] Available <http://www.Dawsoncity.com>.

APPENDIX 5

ILLUSTRATION OF KLONDYKE CENTENNIAL SOCIETY PROJECTS ⁵

Banner Program - Klondike Gold Rush Centennial street banners were designed, produced and distributed to create awareness of the celebrations and to visually enhance the community.

Centennial Ball & Casino Night - Implemented in 1992 as an annual event to celebrate upcoming centennials. Hosted in partnership with the KVA at Diamond Tooth Gertie's and attended by locals, visitors, and invited dignitaries.

Christmas Lights Contest - Judging and awarding prizes for exterior light decorations on residential and commercial buildings.

Dawson Waterfront Improvements - Improvements to the Waterfront and Dike walkway area (interpretive signs, relocation of the gazebo, flood gate, new dock and landing, landscaping, etc.).

Discovery Claim - Improvements to the original discovery claim in recognition of the discoverers, its status as a historic site, and the contributions of mining to the community.

Discovery Days Festival - An annual event created in 1912 to celebrate the discovery of gold on August 17, 1896. The KCS hosts the opening ceremonies and works in partnership with several community groups to plan and implement activities.

Han Cultural Centre - A partnership with the Tr'ondek Hwech'in First Nations to create a cultural facility.

Red Serge Horse and Rider Program - An annual activity that involves a local RCMP representative patrolling the street dressed in Red Serge on horseback. Implemented in partnership with the RCMP and local businesses.

Ridge Road Trail - Built in 1899, the site is recognized as the first government built road in the Yukon and was used as a major supply route to the mines until 1902. The project involved improving the road and creating interpretive signs to make it useful as a recreation trail.

Scrooge McDuck Claim - The purchase and ongoing development of mining claims to recognize the Disney character that struck it rich in the Klondike Goldfields.

Sophia Memorial - Development (photos, information, bronze memorial plaque) of a portion of the Waterfront and Dike walkway area to remember Dawson citizens that perished aboard the Canadian Pacific Steamer near Juneau, Alaska in 1918.

⁵ This information was compiled from interview materials and from Klondyke Centennial Society. [On-line] Available <http://www.klondike.com/Business/Dawson/Gold/projectdesc.htm>.

Ton of Gold Re-Enactment - A 1997 re-enactment to commemorate the centennial arrival of sixty-eight “Klondike Millionaires” in Seattle, Washington in 1897. Implemented in partnership with the Centennial Committees of Dawson City (Yukon), Skagway (Alaska), and Seattle (Washington).

Tribute to the Miner - The creation of Dawson’s first statue at a site along the Waterfront and Dike walkway area to commemorate the contributions of the mining community. Implemented in partnership with the KPMA.

Welcome to Dawson Sign - The creation of two highway pull-off sites with a sign and shelter to advertise local businesses. Implemented in partnership with the DCCC.

Yukon Field Force Cairn - Relocation of the Canadian Regiment’s 75th anniversary cairn to the historic Fort Herchemer site. Implemented in partnerships with Parks Canada.

APPENDIX 6
LIST OF DAWSON CITY CHAMBER OF COMMERCE
PROJECTS AND PARTNERSHIPS ⁶

Fair Exchange Program (TIA-Yukon)

Commercial Passage Program (Yukon Community and Transportation Services)

Made in the Yukon Program (Yukon Tourism)

Business Person of the Year Award (private sector)

Business Service Award (private sector)

Dawson International Gold Show (City of Dawson, KVA, KPMA)

Yukon Miner's Directory (KPMA)

Yard Awards (KVA)

Highway Kiosk Program (KCS)

Dawson City Weatherphone (Yukon government)

Marketing Plan Strategy (KVA, KCS, DCM&HS, City of Dawson, Tr'ondek Hwech'in, Yukon Tourism)

Work & Learn Program - (Yukon College)

Introduction of a Student Scholarship Award (Robert Service School)

Dawson City Development Fund (City of Dawson)

Canadian Rural Partnership (CRP) Pilot Project Initiative - Dawson Team representative and local liaison for the federal government, the Yukon Team, and agencies that comprise the Dawson Team (ie: Canada Post, Chief Issac Inc., City of Dawson, Dawson Community Library, Dawson Community Group Conferencing Society, Klondike Outreach, Klondike Sun newspaper, Klondike Visitors Association, Klondyke Centennial Society, Macdonald Lodge, Nursing Station, Parks Canada, RCMP, Robert Service School, Social Services, Yukon College, local YTG representative).

⁶ This information was provided courtesy of Dina Cayen (Administrative Officer, Dawson City chamber of Commerce).