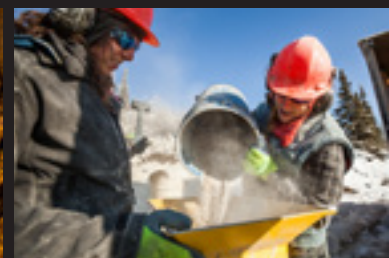




Yukon Investment Attraction Strategy

Yukon Mining Industry

November 2014



Minister's Message

It is my pleasure to introduce the new Yukon Investment Attraction Strategy for the Department of Economic Development. Created to guide our work with the mining industry, this strategy is rooted in industry partnership and its success depends on collaboration.

Since 2008, Yukon's mining sector has seen significant growth and benefited from investment. Driven by high commodity prices, the global mining industry searched world-wide for new properties and areas for opportunity. Yukon stood out among the crowd for a number of reasons: our long history of mining in the territory, our advancing infrastructure, and our attitude toward long-term partnership development.

As global commodity prices fluctuate, it is important for Yukon to quickly adjust to changing circumstances. In order to be market-responsive, the department will work closely with its industry partners to prioritize their ideas, while remaining committed to long-term relationship building. This approach adopts the best of both worlds: the flexibility of the private sector with the stability of government.

This new Investment Attraction Strategy provides a high level plan for market analysis and a promotion strategy that focuses on six key elements: geological advantage, regulatory certainty, access to markets, advances in infrastructure, political stability and active First Nation partnerships. It outlines how we identify markets, develop messaging and what actions we prioritize in order to achieve our objectives.

As we move forward together, the department's efforts will continue to focus on strategies that engage all of our partners in meaningful collaboration in order to shape Yukon's future for the better.

Thank you,

A handwritten signature in black ink, appearing to be 'Stacey Hassard', with a long horizontal stroke extending to the right.

Stacey Hassard
Minister of Economic Development



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NORTHSPAN



Executive Summary

Since devolution, the Yukon Department of Economic Development has actively worked to attract investment to develop high-capital mining projects. Historically, Yukon has relied heavily on in-market consultants and prominent regional events in both North America and abroad. Early successes encouraged the targeting of these efforts towards large state-owned corporations, where large amounts of capital coincide with pressing demand for minerals and commodities. While this strategy has had historic success and led to a stable and known presence in some growing markets, changing investment climates present an opportunity to renew Yukon's strategy and stay ahead of the trend.

It is important to recognize that Yukon is a small jurisdiction, working to promote mining projects in a global commodity market driven by industrial expansion and economic growth. Given its limited capacity, Yukon must be cautious in how it spends its resources, and it must be diligent in its research and preparation in order to take full advantage of changing markets. To succeed, Yukon must work closely with industry, stay ahead of investment trends, and allocate its resources wisely.

If Yukon is to secure additional investment, it must concentrate on three components of its investment attraction strategy: identifying and prioritizing key markets; developing market qualities and messaging; and selecting the marketing channels and tactics which best fit its needs.

Overview

- Economic Development's investment attraction strategy involves a relationship-oriented approach designed to build stable networks among industry, government, and investors.
- The department is strengthening existing relations with industry and industry representatives. Government's role is to facilitate a coordinated effort to ensure an effective and consistent delivery of key messages and critical points of emphasis.



- The government is industry-responsive, but long-term minded.
- The promotion strategy focuses on six key elements: geological advantage, regulatory certainty, access to markets, infrastructure, political stability, and active First Nation partners.

Prioritizing Markets

- The department's objective is to develop a system of tools and resources that can support industry as companies move from market to market, following opportunities and current trends.
- Yukon works closely with Canada to prioritize markets by identifying emerging trends. The department's Corporate Planning and Economic Policy and Business and Industry Development branches work closely with Foreign Affairs, Trade and Development Canada (DFATD) and the Canadian Trade Commissioner Service (TCS) to select markets based on standardized criteria that emphasize trade and regulatory compatibility, potential return, and receptiveness to small-market projects.
- When entering a global region, Yukon first establishes a presence in regional investment hubs such as Beijing/Tianjin (2005-13), Zurich (2013), and San Francisco (2012, 2013), before expanding its reach to select markets. Previously, Yukon has found success with this strategy – for example, when our presence in Beijing led to a sister-territory agreement with Shaanxi Province in China.
- Once a priority is identified, Yukon implements a mixed strategy to promote Yukon and coordinate marketing efforts. It involves leveraging existing resources (embassies and the TCS) to identify and secure local experts (i.e., in-market consultants).
- The department's approach to markets involves a short-term investigative period (1-2 years). If the market is found to be compatible with Yukon's needs, a longer commitment is made (3-5 years) to establish and maintain market presence.

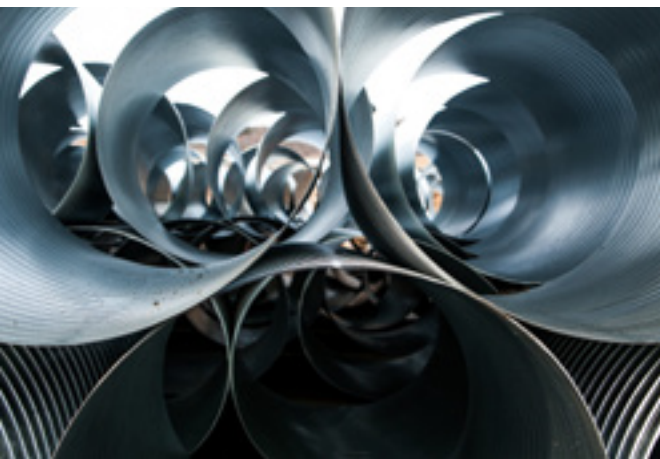
Prioritized regions: North America, Europe, China (Tianjin, Shaanxi, Hong Kong)

Markets to be explored further in 2014: South Korea, Japan, Singapore

On the radar: Brazil and India

Marketing Tactics

- Yukon emphasizes a face-to-face strategy (via trade shows and investment conferences) over traditional marketing media, such as television, newspaper ads, or mail blitzes.
- Department representatives support industry-led investment-attraction efforts through participation in conferences, meetings, trade shows, etc.
- Yukon maximizes the presence of its investment team by maintaining a contact database and by following up with contacts at investment hub conferences.



Introduction

Mining has been a prominent industry in Yukon. In the late 19th century, it was the lure of gold in the creeks and foothills of the Klondike. Today, it is the prospect of hard-rock minerals and commodities critical to industrial expansion that has attracted investment from across the world to put down roots in Yukon. Yukon is recognized as a premier mining location by industry,¹ and the Yukon Government works diligently to encourage investors to consider Yukon the best location for their next mining investment.

Since 2004, Yukon has actively pursued external investment to help grow the mining industry by connecting local mining juniors to wealthy investors. In its initial strategy, the Yukon government focused predominantly on Chinese, South Korean, and Japanese investment markets. In the first three years alone, the department of Economic Development led six investment tours to conferences in the area.² This work led to partnerships within government, with local Canadian embassies, and with mining and metal-trading companies, which encouraged a number of investments in local mines that have led to benefits for all parties. Since then, Yukon has expanded its investment attraction efforts to include North America and Europe as priority regions.

Recently, however, falling mineral prices and a weak investment market have caused investment attraction teams to re-evaluate their strategies and expand into new potential markets. Seeing an opportunity in the changing investment climate and recognizing the need for a renewed investment attraction strategy, the department has engaged with its partners in order to inform a new investment attraction strategy.

The department's previous investment attraction strategic plan was produced in 2008 and entitled *Yukon Mining Investment Promotion Plan – Fiscal 2008*. The plan was written by Gartner Lee Limited and Kinley Jones and focused predominantly on the health of the industry as a whole and how government branches interacted with one another. Since 2008, the responsibility for investment attraction has coalesced under one roof in the Department of Economic Development. Consequently, the 2008 model is no longer as applicable. However, the concepts and goals in the 2008 plan are a skeleton that forms the foundation of this strategy.

Most investment attraction strategies are long-term endeavours that take time to develop and fully mature. It can take years to successfully position a business environment to attract investors, and there is often stiff competition and external variables, such as fluctuating market prices, foreign capital restrictions, and material supply, that further hinder results. Given these conditions, investment attraction marketing plans' progress should be reviewed regularly. Investment attraction relies on consistency, exposure, and time. All three are critical to this plan's success.

¹ Fraser Institute, "Annual Survey of Mining Companies 2012/13," <http://www.fraserinstitute.org/>.

² Yukon Government Department of Economic Development, *Yukon Mining Investment Promotion Plan – Fiscal 2008*, 2008, p. 3



Identifying Key Markets

Through research and ongoing communication with industry, the established key markets for Yukon are the US, Europe, and China. There is a growing interest in other Asian regions, based in part on the department's previous experience. Easily accessible US/CAN cities such as Vancouver, Toronto, San Francisco, and New York City are targeted since they not only host frequent investment tours and events, but they are also located in major financial markets where many large investment firms are headquartered.³ In particular, Vancouver forums offer an opportunistic synergy with Yukon's Asian market strategies, as some Eastern Asian crown corporations' offices are located there.⁴ Similarly, Europe has been identified as a priority for the department, due to the presence of the London Metal Exchange and the precious metal market.

The department's targeted markets are meant to reflect industry's priorities. However, given the volatility of the investment market and the uncertain trajectory of a market's evolution, priorities may shift elsewhere in the future. Consequently, the department must work to maintain an active presence across multiple markets in anticipation of demand shifts. To achieve this, Yukon must work closely with Canada to prioritize markets by identifying emerging trends.

New markets should be evaluated on a number of criteria, including high growth potential, competitive advantages, broad Canadian interests,⁵ receptiveness to small-market early-stage projects, and demonstrated demand for Yukon minerals. Yukon can compensate for its limited ability to conduct independent investigative research by relying on reports by DFATD, Export Development Canada (EDC), consulting companies, and in-market reports. Furthermore, limited participation in Canada-led investment trips is an effective way to expose the department to a new market without devoting significant resources.

³ Yukon Government Department of Economic Development, *Yukon Mining Investment Promotion Plan – Fiscal 2008, 2008*, p. 13.

⁴ *Ibid.*

⁵ Foreign Affairs, Trade and Development Canada, *Global Markets Action Plan*, 2013, p. 7.



Selecting and Prioritizing Markets

Industry interest is a primary indicator for whether a market is a priority for Yukon. The department's role is to connect industry to investors, and it cannot effectively pursue investment attraction if industry is not a willing partner. Given this facilitation role, it is important that the department remain focused on prioritizing markets where industry has an active relationship. However, government is also long-term-minded and can best serve industry needs by working with industry to identify emerging opportunities as they develop. In this way, government can secure a presence in the market in anticipation of it becoming a priority market for industry.

With capacity a limiting factor, it is important when exploring a region that Yukon first establish a presence in a regional investment hub (e.g., the London Metal Exchange, which is the investment hub for most of the European metals market). Historically, Yukon has found success with this model. A sustained presence in the financial market of Beijing led to a sister-territory agreement with Shaanxi Province in China.⁶ Regional investment hubs also present an opportunity to ease into a market and meet local players on neutral ground.

Using a standard series of indicators, the department will classify regional markets as one of three categories:

Priority: Markets where Yukon and industry hold an active interest and are seeking investment.

Examples: North America, Europe, China

High Potential: Markets that present as promising prospects but are not currently at the forefront of industry's or the department's agenda.

Examples: South Korea, Japan, Singapore

Emerging Potential: Markets that have been assessed and currently have low compatibility with Yukon or have a turbulent or underdeveloped investment market.

Examples: India, Middle East, Brazil

It is important to understand that these classifications are not set in stone, but instead serve to provide a general sense of how "warm" the market is.

⁶ Yukon Government, "Yukon Signs Sister Province Agreement with Shaanxi," <http://www.gov.yk.ca/news/12-166.html#.UvE5Tdl379U>.

Quick to Test, Calculated Commitment

Investment attraction teams are often under pressure to explore new regions and commit to an ever-increasing roster of markets.⁷ It is important that the department allocate its resources carefully. However, government must be willing to explore new markets quickly or it might fail to capitalize on new opportunities and progress at the pace of emerging trends. A willingness to explore new markets for periods of one to two years ensures a healthy relationship with industry and helps prevent government from missing opportunities.

Conversely, building investment relations can be a lengthy and costly process, and often the private industry relies on government to maintain a market presence. Successful investment relations are long-term commitments. It can take frequent visits between two markets to establish a productive investment relationship, which represents a cost too steep for most mining companies. Given the high level of resources required,⁸ the department should ensure that due diligence is undertaken before committing to a market beyond a two-year trial period.

Areas for Emphasis:

- Work closely with Canada to discover and understand emerging investment market trends.
- Work closely with industry and Canada to prioritize markets based on need and current trends.
- Establish a presence in regional investment hubs to use as staging grounds for penetration into smaller markets.
- Apply a consistent set of indicators when classifying markets as priority, high potential, low potential, or dormant.
- Department should exhibit flexibility when testing markets.
- Implement a flexible prioritization strategy that divides markets into investigative (1-2 years) and committed (3-5 years) sub-classes.

⁷ Government of Alberta, *Alberta's International Strategy: Global Advocacy for Alberta*, 2010, p. 18, 19.

⁸ OECD, *Foreign Direct Investment for Development: Maximising Benefits, Minimising Costs*, 2002.



In-market Resources

The use of in-market resources is critical to the success of investment attraction teams, in smaller jurisdictions.⁹ Larger jurisdictions, such as British Columbia and Alberta, can often establish regional offices in key markets and dedicate teams within their investment attraction departments to specific regions. This gives them a competitive in-house advantage. Accessing existing in-market resources allows smaller investment attraction teams like Yukon's to boost their capacity and better allocate their time. In-market resources come with their own competitive advantages and knowledge of the local market.

Embassies and Trade Commissions: The Embassy and Trade Commissioner Service (TCS) networks are federal institutions that promote Canadian business interests and values. The TCS, in particular, is a valuable investment attraction agent able to provide on-the-ground intelligence and advice on doing business in a market. Each trade commission works year-round with Canadian businesses looking to expand abroad. The TCS provides assistance in myriad ways and often has privileged access to foreign governments and crown corporations.

Historically, Yukon has used the TCS and Embassy network in its efforts to attract mining investment. Normally, this assistance is logistical – helping to coordinate rides, guide maps, and hotels – though often they provide key support in helping Yukon make key initial contacts in the investment industry. Finally, these federal entities can be valuable in identifying and certifying the credentials¹⁰ of in-market consultants, another in-market resource.

In-market Consultants: In-market consultants (IMCs) help investment attraction teams overcome language barriers, cultural and administrative distance, and knowledge deficiencies.¹¹ IMCs can, in some cases, also assist investment attraction teams in overcoming the challenges of geographical distance and act as direct agents for the jurisdiction.

IMCs have several advantages over the TCS and Embassy networks. As a contracted service, IMCs are able to provide dedicated attention to Yukon, rarely have competing interests (whereas the TCS is often trying to help competing jurisdictions within the scope of the same event), and are able to provide unbiased advice.

⁹ Government of Alberta, *Alberta's International Strategy: Global Advocacy for Alberta*, 2010, p. 18.

¹⁰ For example, the Canadian Embassy in Beijing has endorsed the credentials of Sino-QZ, an IMC used by Yukon from 2007-2012.

¹¹ Harvard Business School, *Redefining Global Strategy: Crossing Borders in a World Where Difference Still Matter*, Pankaj Ghemawat, 2007.

Areas for Emphasis:

- The department should use the available TCS and Embassy networks for preliminary market research.
- The department should involve the TCS in its plans to visit markets and, where capacity and opportunity exist, work with the TCS to arrange Yukon-hosted investment events.
- Once committed to a market, the department should use the TCS and Embassy networks to identify and verify in-market consultants.
- IMCs should be used prudently in prioritized markets to overcome market distances and identify opportunities for Yukon to advance its investment attraction agenda.





Market Qualities and Messaging

General Approach

An effective practice¹² in attraction marketing is a relationship-oriented approach with the goal of building stable networks among industry, government, and investors. In this regard, the government's role is one of facilitation and promotion of Yukon as a mining-investment-friendly jurisdiction. These efforts are best achieved through effective coordination between local industry and government departments.

From the government's perspective, the primary goal of an investment attraction marketing plan is to:

- a) build awareness of Yukon as a mining-friendly jurisdiction;
- b) highlight the attractive traits of Yukon to investors; and
- c) ensure industry has a reliable and knowledgeable partner in government.

Within the context of point (c), Economic Development understands its role is to develop and maintain a healthy and collaborative relationship with industry. Given the relative volatility of the investment market, the department must operate with a large degree of flexibility and remain responsive to industry.

It should also be acknowledged that investment attraction teams are well-positioned to help build support for investment attraction within Yukon. By working with local industry and media, investment attraction teams can help the public understand the benefits of foreign investment and how it helps develop Yukon's economy.¹³ Investors tend to prefer jurisdictions where their presence is welcomed, and thus targeting marketing efforts locally can support targeting investors abroad.

¹² The Okanagan Economic Development Council and the Okanagan Science and Technology Council, *Okanagan Investment Attraction Strategy*, 2005, p. 25.

¹³ Yukon Government Department of Economic Development, *Yukon Mining Investment Promotion Plan – Fiscal 2008*, 2008, p. 22.

The Anatomy of Strong Messaging

Messaging must reflect the values and qualities of the relevant investment market. As the foundation of all marketing, messaging should be accessible and charismatic. These qualities should be present in all key messages:

- *Concise* – Investors value their time. In a world where they are bombarded with promotional material, they want to get right to the point.
- *Open* – Investors are savvy and well-informed. Deceptive promotions are detrimental to a market's attractiveness. It is best to acknowledge Yukon's challenges up front and focus on how the Yukon government is working to address those problems.
- *Professional* – Promotional material must be consistent, high-quality, and use industry-specific language.
- *Collaborative* – Investors should see that local industry, First Nations, and the government are equal and active partners in fostering a mining-friendly environment.





CLOSEST NORTH AMERICAN PORT TO PRIMARY ASIAN MARKETS

ICE-FREE YEAR ROUND PORTS



Key Messages and Critical Points of Emphasis

Fundamentally, an investment attraction strategy should focus on delivering a short list of key messages at every opportunity. The goal of all marketing efforts should be repeated exposure and uniformity. Under the theme of an “attractive investment climate” Yukon should consistently emphasize the same messaging whether through one-to-one interactions or online.

The six characteristics below reflect a comprehensive view of the mining environment in Yukon, while emphasizing government’s role. Every characteristic is informed by government’s mining-ready approach.

The Department’s Six Key Messages are:

- 1. Geological Advantage**
 - Size and quality of mineral deposits
 - Identify which minerals are significantly present

2. Regulatory Certainty

- Regulatory bodies, such as the Yukon Environmental and Socio-economic Assessment Board (YESAB), are operated locally and fully devolved
- Water management is streamlined
- Policy is coordinated and agreed upon by all governments

3. Access to Markets

- Proximity to Canada-Asia shipping lanes and Alberta's oil-distribution network
- Year-round port access
- Strong central road system

4. Infrastructure

- Government's commitment to improvement (e.g. hydroelectric and broadband connectivity development)
- Modernity of existing infrastructure
- History of infrastructure partnership with mines (e.g., Mayo B, Freegold Road)

5. Political Stability

- Consistent and comprehensive mining regulatory framework
- Clearly defined roles and responsibilities across government entities

6. First Nations Partners

- Majority of land claims are settled
- First Nations are valued partners and active participants
- First Nations invest in the mining industry

Areas for Emphasis:

- Ensure consistent messaging about Yukon's attractive investment climate.
- Collaborate with local industry, organizations, First Nations, and government partners to deliver a coordinated message.
- Employ messaging that resonates with investors.



Marketing Channels

Unlike other marketing plans, an investment attraction marketing plan is not focused on wide distribution or promotional blitzes.¹⁴ As a result, venues such as television and social media are downplayed, since they tend to target too wide an audience and are unable to carry the desired depth of information. Instead, investment attraction marketing plans focus on targeted media that prioritize information delivery and relationship building. Media platforms like websites and industry-specific publications are engaging and cost-effective alternatives that better complement a relationship-oriented strategy.

Historically, jurisdictions that rely heavily on conventional advertising, such as advertisements in newspapers, television, or direct mail, are not successful. In investment attraction, knowing your audience is crucial, and marketing media should only be chosen if the industry has a demonstrated interest in them. Finally, due to the importance of relationship building, all marketing efforts should be focused on face-to-face meetings and establishing a personal relationship.

Based on best practice research papers, such as the 2011 report by Development Counselors International,¹⁵ the most effective approaches for Yukon are articles in industry magazines and websites and dialogue with industry peers at trade shows and similar events. Supporting these two methods, the department should continue to invest in a robust and dynamic website as a source and launching point for all investment attraction-related information, as well as hand-distributed material for face-to-face meetings.

Yukon government should invest its limited resources in low-maintenance, high-value media platforms. While the government shouldn't necessarily ignore new or emerging marketing vehicles, such as social media and video content, it should fully acknowledge its own limitations and ensure that all marketing media receive dedicated, high-quality content. Poorly researched or under-resourced efforts to engage in new media can be detrimental to the rest of Yukon's investment attraction strategy.

¹⁴ The Okanagan Economic Development Council and the Okanagan Science and Technology Council, *Okanagan Investment Attraction Strategy*, 2005, p. 105.

¹⁵ Development Counselors International, *Winning Strategies in Economic Development Marketing*, 2011, p. 12.



Trade Shows and Conferences

The Business and Industry Development branch works extensively with industry representatives to develop a working schedule of relevant trade shows and conferences to prioritize (see Appendix A). Investment-focused forums are favoured over geology-focused mineral shows, and the department's degree of participation reflects that priority.

Areas for Emphasis: While each event should be individually assessed and efforts should be coordinated amongst participating partners, there are several general goals that should be targeted at each event:

- Visible presence (booths and banners): Due to Yukon's relatively low profile on the world stage, it is important to try to establish a visible presence at events whenever possible. This simultaneously helps bring Yukon to the forefront of attendees' minds, while giving Yukon industry attendees a fixed point to refer investors to, should there be any questions for government.
- Presentations: At some events, Yukon is given an opportunity to present to attendees. Yukon should capitalize on these opportunities. Presentations should be consistent across events, but where events are close together and attendance overlaps, Yukon may want to highlight a different key message in more depth.
- Targeted follow-up: When Yukon representatives (government or industry) determine an investor is interested, the investor should be identified for follow-up at future events and trade shows, either through direct meetings or indirect networking opportunities.

Similarly, in the time between shows (especially in fallow periods such as June), effort should be made to stay in contact with interested investors to further their interest and awareness and keep their attention on Yukon.

Investor data: To aid in investor-relationship management, the Department of Economic Development should maintain an active listing of contacted investors to track the state of their relationship with Yukon (e.g., how many times they've met with whom, what the investor's interests are, etc.).¹⁶

- **Hosting events:** When given the opportunity at an event identified as high priority, Yukon should host jurisdiction-wide events that provide opportunities for Yukon companies to engage with potential investors (e.g., the Yukon Pavilion at Cambridge House). This provides greater ability to showcase Yukon in conjunction with industry and to prioritize key messages.

Investor tour: To complement out-of-Yukon events, Yukon should set a goal to host an in-Yukon event for investors similar to the Film & Sound Commission's producer tours. The Department of Economic Development should collaborate with local partners to bring investors to Yukon and provide on-the-ground experience with significant projects and members of Yukon's mining industry.

Editorial Content

It is important for Yukon to keep abreast of popular industry publications, through online research and conversations with investors and industry representatives. Awareness of these publications is important not only for following industry trends, but because they represent channels to promote Yukon. Promotion via general, broad-based advertising has been demonstrated to be ineffective; instead, Yukon should seek editorial promotion via features and articles in targeted publications.

Economic Development, in conjunction with Energy, Mines and Resources (EMR) via the Mine Promotion Team, should work to produce quality Yukon content for key publications. Coordination with partners, such as industry associations and marketing consortiums (Yukon Mining Alliance and Yukon Chamber of Mines), helps guide efforts to obtain editorial content.

Areas for Emphasis:

- Develop and maintain a news release presence on industry-specific newswires in key markets:

Press releases should be content-focused and reserved for announcing

¹⁶ This will aid in both transition (should there be any further personnel turnover) and ministerial briefings.

investment deals, new legislation, or significant changes.

- Facilitate opportunities to be featured in major publications read by investors.¹⁷ To achieve this, the department should:

Continue to develop relationships with national and international media.

Where practicable, and in communication with EMR, invite writers from target publications to Yukon to interview local industry representatives and government officials, potentially tour mine sites, and experience Yukon first-hand.

Investment Websites

A website has two roles within a marketing plan. The first role is to act as an advertising tool in its own right. This is achieved through online tools built into the website (such as search engine optimization) and site layout. The second role is to serve as a comprehensive destination for an audience's needs. All desired information is available in a convenient and accessible space. InvestYukon.com, for example, is primarily designed to fulfill the second role.

Investment sites are landing platforms for interested investors. Sites should use content structure and key messages to hold investors' interest as they browse, while guiding them to the desired outcome – in this case, contact with an advisor (a strategy that reinforces the concept of relationship building).

To support this function, distributed material, promotional tools, and booths should uniformly advertise one destination as the place to go for more information. In turn, the website should direct its audience to information supporting Yukon's key messages and encourage them to contact a senior advisor. A clear example of this relationship between an investment site and a resource site is the one between the department's InvestYukon site and EMR's MiningYukon site.

MiningYukon is a portal designed to facilitate easy access to all information pertaining to mining and mineral exploration in Yukon. The site's main features include a comprehensive database of mining maps, claims, and geological information and a thorough presentation of Yukon's mining regulatory framework. InvestYukon, rather than duplicating MiningYukon's information, directs interested investors to MiningYukon for all geological and mining regulatory information.

Content management is an in-house responsibility. Currently, website planning should aim at developing breadth of content in industry-specific language. In addition, work should be done to point visitors towards contact with a senior advisor/department

¹⁷ Despite the ineffectiveness of traditional advertising, it may be prudent to set aside funding to purchase ads in target publications in order to secure editorial mention – Okanagan Investment Attraction Strategy, 2005.



representative. Finally, it is important to make the website active by keeping it up to date and rotating information frequently.

Areas for Emphasis:

- Business and Industry Development staff should be familiar with the structure of the website and be responsible for website upkeep.
- Front-page content should not be allowed to grow stale and should be rotated out at least once every two months.
- Priority-sector pages should be re-worked to place greater emphasis on contacting an advisor for more information in order to establish first contact.
- Promotional material should reflect the design and style of the website to ensure uniformity.

Hand-distributed Material

Booths set up at trade shows and conferences present an opportunity to put promotional material directly into the hands of investors. Similarly, events hosted by Yukon allow the department to ensure participants leave with at least one piece of promotional material. Promotional material represents a chance to leave a potential investor with a physical reminder of Yukon's potential, as well as to direct them where to go to satisfy further interest.

Areas for Emphasis:

- Promotional material should be an extension of the key messages and should direct people towards InvestYukon for more information.
- All promotional material should be uniform.



Conclusion

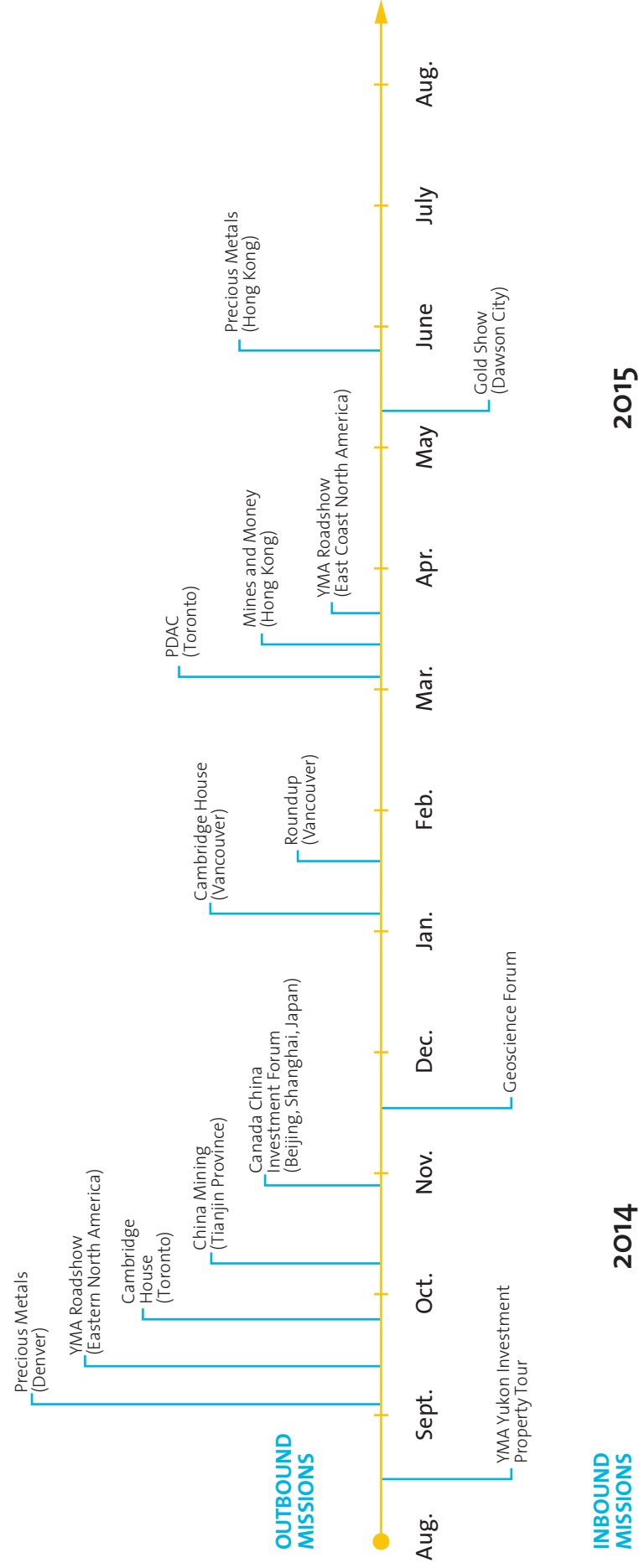
The Department of Economic Development has been committed to pursuing and securing investment to grow the mining industry and Yukon's economy for more than a decade. Over the past ten years, industry and government have achieved multiple successes that demonstrate a strong financial return as a result of attracting this investment. Consequently, both industry and Yukon are committed to continuing to pursue foreign investment in the foreseeable future.

The department also recognizes the shifting landscape of commodity investment and that an informed, flexible strategy is required to keep ahead of the volatile investment climate. As a small jurisdiction working to promote relatively small projects in a global market, Yukon must allocate its resources intelligently. To meet the needs of industry and to take full advantage of investment opportunities, Yukon must leverage existing resources, such as the Trade Commissioner Service or DFATD-led trade missions.

Moving forward, continued collaboration will be crucial to overcome the challenges in promoting Yukon's potential. In this regard, the Yukon government is committed to facilitating a dialogue involving all partners in industry, government, the First Nations, and contacts abroad to produce and promote a consistent and attractive image of Yukon's mining potential.

Appendix – Investment Attraction Agenda

Year Activity Chart 2014-2015 Agenda



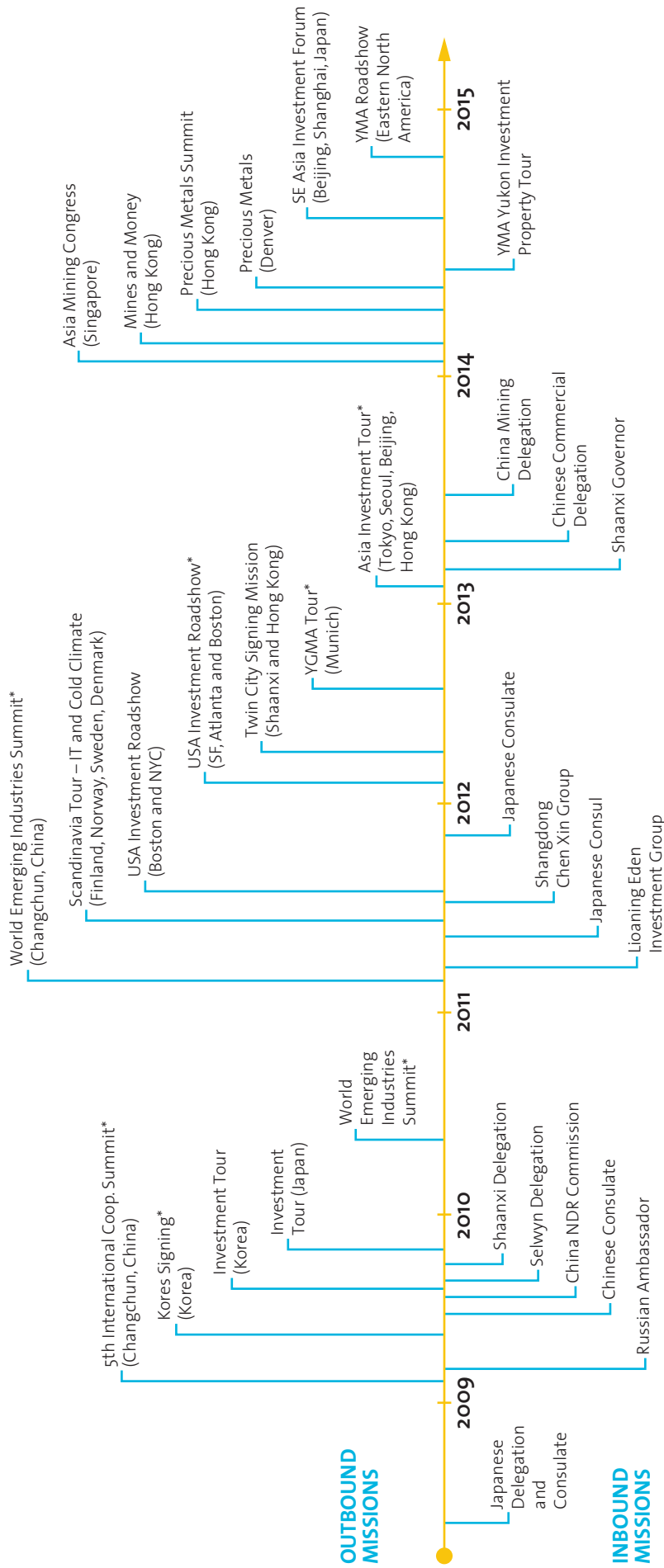
OUTBOUND MISSIONS

INBOUND MISSIONS

2014

2015

Historical Timeline



*Denotes Minister's Attendance

Annual Trips:

- Alaska Tourism Industry Association (ATIA) Convention (2011+)
- Alaska Chamber of Commerce Annual Convention or Alaskan Tour (2010+)
- Pacific North West Economic Region (PNWER) Foundation Annual Summit+
- China Mining Congress & Expo+
- Prospectors and Developers
- Association of Canada Convention (PDAC)+
- Roundup+
- Prospects North

+ Denotes events the Minister frequently attends.

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Yukon
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