

Strategic Plan 2003 – 2008

April 2003

TIA Yukon Strategic Plan 2003 – 2008

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Message from the President

The Tourism Industry Association of the Yukon (TIA Yukon) has undertaken a sweeping strategic planning process that has resulted in this five-year strategic plan for the Association. The exercise provided an opportunity for TIA Yukon to re-evaluate its mandate, identify key issues, and establish a clear direction and focus for its work within the industry, to see these issues addressed and its goals accomplished.

In late 2002 and early 2003, outgoing and incoming TIA -Yukon Boards met to consider the challenges and opportunities facing the industry and the work TIA Yukon should commit itself to on behalf of its members. The Board had a great deal of information to work with – most of it the result of TIA – Yukon’s 2003 Tourism Summit. This annual meeting sponsored by TIA Yukon provided an opportunity for over 100 people involved in diverse facets of Yukon’s tourism industry – hoteliers, wilderness tourism operators, transportation operators, retailers, special events coordinators, industry representatives, government product development and marketing personnel, and so on – to discuss the future of the industry and some of the most pressing problems that must be addressed.

TIA – Yukon’s 2003 – 2008 Strategic Plan emphasizes the importance of working together: improved cooperation and coordination between the various tourism organizations and associations representing the industry’s businesses, improved collaboration between tourism businesses, and the development of more open and effective relationships with First Nations, territorial and federal governments. The Plan calls for improved consultation with TIA – Yukon’s membership.

Importantly, it also calls for the implementation of improved program evaluations and improved collection and analysis of tourism-specific data to better evaluate the state of the industry, its strengths, weaknesses and needs, and to effectively respond with programs and policies that can best address those needs.

TIA –Yukon’s Board is solidly committed to the implementation of this plan and the goals that it has set for our organization. We believe that they will contribute to a strong industry and a healthy Yukon economy.

Nancy Huston, President

TIA -Yukon's Mission Statement

The Tourism Industry Association of the Yukon will be the visitor industry association forging a common voice and actions to influence, promote and assist the development of tourism in the Yukon.

TIA Yukon's Role within the Industry

TIA Yukon performs a unique leadership role within the Yukon's tourism industry. In an industry of diverse values and business interests, TIA – Yukon's core work is to forge a strong and coherent voice for its members that will shape the development of the Yukon's tourism industry in a manner that best meets their collective interests and needs.

As an “umbrella” organization, TIA Yukon works to facilitate communications and collaboration within the tourism industry, and between the industry and other economic sectors. It recognizes the special interests and respective roles of those industry associations that focus on discrete products and niche services to select tourism markets.

TIA Yukon's role is to represent its membership on industry-wide matters related to the development of Yukon tourism. It plays an important role for the industry and for governments in facilitating an industry consensus on key industry-wide issues.

TIA Yukon's Value Commitment to Members

TIA Yukon creates and delivers value to its members - a diverse group of small businesses, firms and industry associations - all of whom have a stake in the development and growth of the Yukon's tourism industry. TIA Yukon delivers benefits to them that they cannot achieve solely on their own and at cost-savings. TIA Yukon has six strategic goals, and in each it is committed to achieving the following results for its members:

Advocacy – Effectively advancing and protecting the interests of its members on issues that affect them and the development of the industry to municipal, territorial, federal, First Nations governments and Yukon businesses.

Communications and Education – Ensuring that its members are well-informed about the issues and opportunities that affect them through industry research and information-sharing within the industry and with other sectors of the Yukon economy.

Product Development – Ensuring that product development programming is meeting the needs of its members while contributing to a strong and diversified tourism industry by being responsive to emerging trends and opportunities.

Market Development – Ensuring that tourism marketing is effective in meeting the needs of its members and contributing to growth in revenue, visitation and tourism jobs.

Business and Infrastructure Development – Ensuring that government infrastructure and business development programs are meeting the needs of its members and supporting the future development of the industry in each region of the Yukon.

Human Resource Development – Ensuring that human resource development and labour issues affecting its membership and the growth of the industry are addressed by governments and the industry.

Yukon Tourism Industry – Where We Are Today

The Yukon tourism industry has emerged as the territory's largest private sector employer. In 2001 it earned revenues of \$164 million from non-resident tourism, an increase of 22 percent from 1998. 80 percent of all Yukon private sector employees work for businesses reporting some tourism revenue, up from 66 percent in 1998. 11 percent (1900 jobs) of all Yukon jobs are directly dependent on tourism. 15 percent of Yukon businesses generate more than one-third of their revenue from tourism. In short, tourism matters to Yukoners and their economy.

Increased economic activity in the tourism sector has occurred at a time when the Yukon economy badly needs it. Tourism has buffered a downturn in the region's natural resource economy. It has provided a means for diversifying the Yukon's historically narrow economic base and an opportunity for communities throughout the Yukon to develop their local economies in a manner that maximizes the retention of local benefits. The future of Yukon tourism is one of great promise.

However, the Yukon's tourism industry faces significant challenges to its future development. One of the most significant is capacity. The Yukon's labour force has declined in the last five years as a result of a weak economy. This has resulted in significant labour shortages in the tourism sector and an aging work force, as young people have looked outside the Yukon for employment and opportunity.

Yukon tourism continues to be perceived by many – both in the industry and the Yukon public – as largely a seasonal industry confined to four months of summer. Although significant progress has been made in the last decade to develop tourism as a year-round industry, these perceptions constrain the identification of new opportunities and the development of new products.

Yukon tourism's present and future is fundamentally tied to the Yukon's wilderness, land and resources. The industry has close ties to and has benefited from the development of the territory's abundant fish and wildlife, mineral, oil and gas and forest resources. Yukon wilderness is also one of our greatest resources. One of the leading challenges facing the industry in the next decade is the need for greater certainty in land and resource use across the Yukon. With all but a few regions of the Yukon awaiting the

resolution of land claims, the most pressing need in most parts of the territory, is for certainty of land use, tenure and ownership. Until these issues are resolved, they will continue to have significant negative effects on tourism businesses and entrepreneurs seeking to access financial capital and securing long-term investment in tourism-related developments.

One of the Yukon's most valuable resources is its people. This holds true for the Yukon's tourism industry. The diversity of tourism businesses and firms that make-up the industry are represented by a broad range of industry organizations and associations. This diversity is one of the industry's greatest strengths and one of our greatest challenges. For the industry to effectively work with First Nations, territorial and federal governments its ability to speak with one voice, embrace a common vision and coordinate its plans for the future development of Yukon tourism is critical. This is a challenge that only the industry itself – working with its diverse membership - can and must address.

Planning for the future of Yukon tourism is well advanced. In June 2000, the Yukon Government published a report outlining its vision for the development of tourism in the Yukon, based on public and industry consultations. Tourism Yukon has developed a tourism marketing strategy (2003 – 2005) and plan (2002 – 2003), and a Tourism Product Development Strategy (2003 – 2005) and Plan.

In addition to the 3-year planning cycle, in February of 2003, TIA Yukon began a new working relationship with the Department of Tourism & Culture. As efforts are made to improve upon the Yukon Tourism Marketing Partnership, the Minister of Tourism and Culture has invited TIA Yukon to participate in budget allocation discussions in the Tourism Marketing programs in advance of final budgetary decision-making.

TIA Yukon's five-year Strategic Plan is the organization's response to many challenges and opportunities facing Yukon's tourism industry. Much of the Plan's focus is on improving cooperation and partnerships within the industry, with other sectors of the Yukon economy and with governments. In particular, it gives special attention to evaluating government program delivery and the adequacy and effectiveness of resources for tourism development and marketing.

Where We Want to Be – Goals and Objectives

Advocacy:

Ensure that the tourism industry plays an active and effective leading role in the sustainable development of the Yukon's economy.

Objectives

- Provide an active and effective public role in representing the interests and needs of TIA Yukon's membership.
- Facilitate industry unity and a common voice on public policy and other issues affecting the Yukon's tourism industry.
- Direct advocacy initiatives at those matters and issues that are of common concern throughout the industry.

Communications and Education

Ensure that the strengths and performance of the Yukon's tourism industry and the opportunities and challenges facing it are well recognized and understood by the industry, other economic sectors, the general public and governments.

Objectives

- Clearly communicate TIA Yukon's role and mandate to the industry, general public, and governments.
- Facilitate the development of relationships and partnerships within the industry in the Yukon and the rest of Canada to share information and services.
- Facilitate partnerships to share information and communication with Yukon NGOs in other economic sectors.

- Develop effective communications and consultation procedures with elected officials in Yukon and First Nations governments.
- Facilitate the education of the general Yukon public on the benefits and significance of tourism to the Yukon economy, and tourism attractions, events, products and services.
- Facilitate the collection and analysis of Yukon tourism-specific data and the development of related databases.
- Facilitate industry research into quality of service, best practices, standards and other matters affecting the development of Yukon's tourism industry.

Product Development

Ensure that product development programming is contributing to the development, competitiveness and viability of tourism-based businesses and the growth and diversification of the Yukon's tourism industry throughout the territory.

Product defined: A tourism product can be both a tangible and/or intangible experience. For instance, dinner in a restaurant is both tangible in terms of the food you eat and intangible in terms of the ambiance and quality of service you received. Together, they are a product. (*Tourism Yukon, Product Development Strategy 2003-2005*)

Objectives

- Establish clear roles and responsibilities for governments and TIA Yukon in product development.
- Enhance support for product development, especially in those areas that will contribute to the real growth and diversification of the industry.
- Facilitate research into the development of a Yukon tourism icon.

Market Development

Ensure that tourism market development programming and its delivery is effective in increasing tourism revenues, tourism-related jobs, and year-round tourism visitation throughout the Yukon.

Objectives

Through the Yukon Tourism Marketing Partnership:

- Facilitate and advise on the conduct of marketing program evaluations and reporting and market gap analyses.
- Facilitate the review of existing and alternative marketing program delivery models.
- Facilitate coordination of marketing efforts between the industry and governments.

Business and Infrastructure Development

Ensure that the development of the Yukon's tourism industry is supported by infrastructure and business development programs and policies that meet the needs of the industry throughout the territory.

Objectives

- Facilitate industry advice on the development of legislation concerning tourism.
- Facilitate forums in association with Yukon Transportation Association to address travel standards, and transportation policy discussions.
- Facilitate industry research into quality of service, best practices, standards and other matters affecting the development of Yukon's tourism industry and the development of education programming to develop the capacity and level of service of tourism-based businesses.

Human Resource Development

Ensure that the Yukon has a labour force of skilled workers who can meet the needs and high quality standards of the tourism industry throughout the Yukon.

Objectives

- Monitor labour force and human resource development issues as they affect the tourism industry.
- Facilitate education programming to develop human capacity and to improve the quality and level of service of tourism-based businesses.

Implementation

Annual Action Plan

The TIA Yukon Board will annually review the goals and objectives of the 2003 – 2008 Strategic Plan to determine its strategic priorities for the following year. Prior to its review, the Board will conduct a needs assessment of its members. Following its review, and consistent with the goals and objectives of the Strategic Plan, the Board will prepare and adopt an Action Plan to meet its identified priorities. The Board will distribute the Action Plan to its members.

Monitoring and Annual Review of Action Plan

The TIA Yukon Board will monitor the implementation of its Action Plan and prepare quarterly status reports for distribution to its members. At the Annual General Meeting of TIA Yukon, the President will present an Implementation Report summarizing the activities, achievements and outstanding issues associated with previous year's Action Plan. Members will be provided with the opportunity to review the Action Plan from the previous year and to comment on its implementation.

Action Plan 2003 – 2004

Advocacy:

Ensure that the tourism industry plays an active and effective leading role in the sustainable development of the Yukon's economy.

Objectives	Actions	Time Frame
Provide an active and effective public role in representing the interests and needs of TIAY's membership.	<i>Tourism Times, Partnerships with other NGO's, press releases, surveys, etc.</i>	
Facilitate industry unity and a common voice on public policy and other issues affecting the Yukon's tourism industry.	<i>Surveys, direction given at bi-annual conferences</i>	
Direct advocacy initiatives at those matters and issues that are of common concern throughout the industry	<i>Both proactive (such as HR needs) and reactive (such as KVA and the Marine Liability Act)</i>	

Action Plan 2003 – 2004

Communications and Education

Ensure that the strengths and performance of the Yukon's tourism industry and the opportunities and challenges facing it are well recognized and understood by the industry, other economic sectors, the general public and governments.

Objectives	Actions	Time Frame
Clearly communicate TIA – Yukon's role and mandate to the industry, general public, and governments.	<i>Regular e-mails and advertising of TIA Yukon programs and events</i>	
Facilitate the development of relationships and partnerships within the industry in the Yukon and the rest of Canada to share information and services.	<i>TIAC, CTC, AYC, relevant NGO colleagues</i>	
Facilitate partnerships to share information and communication with Yukon NGOs in other economic sectors.	<i>TIAC, CTC, AYC, relevant NGO colleagues</i>	
Develop effective communications and consultation procedures with elected officials in Yukon and First Nations governments.	<i>Through regular e-mails and networking</i>	
Facilitate the education of the general Yukon public on the benefits and significance of tourism to the Yukon economy, and tourism attractions, events, products and services.	<i>Tourism Awareness Campaign, Tourism Times, and Tourism Tidbits</i>	
Facilitate the collection and analysis of Yukon tourism-specific data and the development of related data bases.	<i>Surveys, etc.</i>	
Facilitate industry research into quality of service, best practices, standards and other matters affecting the development of Yukon's tourism industry.	<i>Through YTEC, and models from other jurisdictions</i>	

Action Plan 2003 – 2004

Product Development

Ensure that product development programming is contributing to the development, competitiveness and viability of tourism-based businesses and the growth and diversification of the Yukon's tourism industry throughout the territory.

Objectives	Actions	Time Frame
Establish clear roles and responsibilities for governments and TIA Yukon in product development.	<i>YTMP Product Development Committee, Product clubs</i>	
Facilitate a single, common defining Yukon "product vision" and define the conditions that should guide the development of the "product vision", considering such factors as the nature and level of development, extreme wilderness and Yukon people.	<i>ICON development and stewardship</i>	
Enhance support for product development, especially in those areas that will contribute to the real growth and diversification of the industry.	<i>YTMP PD Committee as well as regional and neighbourhood research (e.g.: regional prospectus concepts researched for economic and community viability and benefit)</i>	
Facilitate research into the development of a Yukon tourism icon.	<i>YTMP Committee</i>	

Action Plan 2003 – 2004

Market Development

Ensure that tourism market development programming and its delivery is effective in increasing tourism revenues, tourism-related jobs, and year-round tourism visitation throughout the Yukon.

Objectives	Actions	Time Frame
Facilitate and advise on the conduct of marketing program evaluations and reporting and market gap analyses.	<i>YTMP work with TIA Yukon lobbying priorities and wish lists</i>	
Facilitate the review of existing and alternative marketing program delivery models.	<i>Lobbying efforts by TIA Yukon as well as direction through YTMP Research Committee</i>	
Facilitate coordination of marketing efforts between the industry and governments.	<i>YTMP and new product clubs (such as one on collaboration...)</i>	

Action Plan 2003 – 2004

Business and Infrastructure Development

Ensure that the development of the Yukon's tourism industry is supported by infrastructure and business development programs and policies that meet the needs of the industry throughout the territory.

Objectives	Actions	Time Frame
Facilitate industry advice on the development of legislation concerning tourism.	<i>Accommodations Act, Liquor Act, Air Access, etc.</i>	
Facilitate to address travel standards, needs, challenges and policy	<i>Liaise with other industry NGO's on relevant issues</i>	
Facilitate industry research into quality of service, best practices, standards and other matters affecting the development of Yukon's tourism industry and the development of education programming to develop the capacity and level of service of tourism-based businesses.	<i>YTEC, Awareness, Modelling best practices, etc.</i>	

Action Plan 2003 – 2004

Human Resource Development

Ensure that the Yukon has a labour force of skilled workers who can meet the needs and high quality standards of the tourism industry throughout the Yukon.

Objectives	Actions	Time Frame
Monitor labour force and human resource development issues as they affect the tourism industry.	<i>Tourism Needs Study, YTEC efforts, Human Resource Council of Tourism Associations (HRCTA)</i>	
Facilitate education programming to develop human capacity and to improve the quality and level of service of tourism-based businesses.	<i>Yukon College, Tourism Training Trust Fund, dana Naye Ventures, Department of Education, etc.</i>	

Appendix 1

Tourism Industry Association of the Yukon Policy # I.2 **Policies - Guidelines - Procedures**

Effective: CARRIED November 13, 1998

Amended:

Subject: OBJECTIVES

The objectives of the society are to provide a territory wide Association to represent all sectors and businesses of the tourism industry:

- (a) To foster and promote travel to and within the Yukon;
- (b) To encourage the development and improvement of visitor facilities services, festivals and events and attractions throughout the Yukon;
- (c) To enhance the development and stimulate the business climate in the visitor industry, in and around the Yukon, in order to attain the greatest possible degree of prosperity for all;
- (d) To enhance the awareness of all levels of the public and private sectors of the importance of tourism for the Yukon.

Specifically the role of the Association shall be to:

- (a) Provide services to members;
- (b) Represent the industry position to Government and act as a stabilizing force on Government policy and practice as regards to tourism;
- (c) Provide a forum to generate a Yukon Tourism position on extra-territorial issues;
- (d) Work with Government to design and deliver marketing programs to enhance and increase tourism to the Yukon.