



YUKON TOURISM SECTOR STRATEGY AND BUSINESS PLAN, 2008 – 2012

PHASE TWO: TOURISM SECTOR STRATEGY

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TIA Yukon

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1.0 INTRODUCTION

The Tourism Industry Association (TIA) of the Yukon has a Vision, a Strategy and a Business Plan for the growth of the tourism industry in the Yukon over the next five years.

1.1 Vision for Tourism

The Vision is for a strong, vibrant, sustainable industry that provides year round employment and delivers quality services. Tourism operators are able to develop and sustain good businesses because within the broad strategies for developing the destination, it speaks to tourism business development, not just nice corridors and positive visitor experiences. The strategy includes the Yukon's ability to host visitors in a manner which ensures they have a quality experience that showcases the essence of the tourism destination. Well-timed and animated roadside stopping points on travel corridors will provide education, interpretation and presentation of the destination.

Corridors will lead the traveler to tourism nodes – more developed tourism areas where visitors will be able to appreciate quality tourism services and iconic attractions – both natural and cultural. Nodal areas will be jumping off points for those who wish to experience mid to back country wilderness, made possible through appropriately designed trail systems and strategically placed huts and lodges.

Tourism will increasingly be seen for its importance as a sustainable Yukon industry sector and will have the support of related sectors, government and the citizens.

1.2 Getting There Strategically

The strategy is market-driven and industry-led. It brings to entrepreneurs and communities a 'business case' for tourism development. It envisions successful private sector development initiatives that build the tourism sector in communities and the territory as a whole. It focuses less on public sector and non-market tourism development.



The Vision for the Yukon's tourism industry is broad long-term. This document summarizes the Strategy for moving forward in the next five years. This Strategy, while industry-led in its development, is designed with the understanding that both industry and government players will work together to see it completed.

In April 2007, TIA Yukon, with the financial support of the Yukon Government, retained a consulting group led by Western Management Consultants to help prepare a Sector Strategy and Business Plan, 2008 – 2012.

This document summarizes The Sector Strategy developed by the consultants in collaboration with partners from industry, government, and the membership and Board of TIA Yukon. It is one of three documents that resulted from the Sector Strategy and Business Plan process that was undertaken:

- Yukon Tourism Sector Strategy And Business Plan, 2008-2012:
Phase One: Tourism Industry Development Assessment
- Yukon Tourism Sector Strategy And Business Plan, 2008-2012:
Phase Two: Tourism Sector Strategy
- Yukon Tourism Sector Strategy And Business Plan, 2008-2012:
Phase Three: Business and Action Plans

Strategic, business and action planning documents are like snapshots, frozen in the time and place they were written. The success of strategy lies in the extent to which people embrace the Vision, the Priorities, and the Key Results over time. TIA Yukon has embraced this strategy. By achieving it's Key Results over time, TIA Yukon and its partners will improve and grow the tourism industry and the Yukon.



2.0 WHERE WE ARE NOW: THE TOURISM SITUATION OF THE YUKON

2.1 The Yukon Tourism Sector: Important and Fragile

Due to its population base and scope of industry activity, the Yukon tourism industry already has a higher economic value and level of importance that exceeds many other jurisdictions. For instance, tourism's share of Gross Domestic Product (GDP) is about 4.4%, the highest in Canada. Also above the national average, tourism accounts for about 6.8% of the Yukon's employment and \$63 million in trade surplus (1998). International and Canadian tourist visits accounted for 75% of the \$123 million of tourism income in 1998.

Now that mineral prices are high, growth in the mining industry will affect the relationship tourism plays in the Yukon economy. To put this in perspective, the Yukon is a large jurisdiction with 483,500 square kilometers and has a small population of some 30,400 people. The majority of these people live in the capital city of Whitehorse. It is from this small population base that the Yukon hosts about 300,000 guests a year, an amount 10 times its resident population.

Yet, given tourism's importance as a sector, it is still small and somewhat fragile, underlining the need for a comprehensive plan to ensure future stability and growth.

2.2 Tourism Sector Benchmarks

Some of the findings of the strategy underline the size and importance of the tourism sector in the Yukon economy, as identified in the sections following.

2.2.1 Economy and Overall Visitation

- Total tourism GDP was estimated to be \$164 million in the year 2000. Inflated to 2006 dollars, this figure would be \$180 million. Tourism accounted for 4.4% the of Yukon's GDP in 1998. This is the largest share of GDP of any province or territory in Canada. GDP figures will be updated as part of the work following from this strategy.



- Approximately 1,900 Yukon jobs are attributable to tourism. This represents almost 12% of the labour force, estimated at 16,500 jobs in 2005.
- Between the years of 1999 and 2006, the Yukon as a destination has had an average annual visitation of 312,000 person-visits. The range around this average has extended from 283,500 to 331,000 or from 6% to 9% of the average. This is not a large variation.
- In past business surveys, some 70% of the 3,812 licensed Yukon businesses indicated some of their business revenue had been derived from tourism.
- Proportionally, tourism to the Yukon also had the highest representation from international travel (55.9%) than any other province, the next highest being B.C. with 42%. Over 75% of tourism spending was from outside the Yukon, and the \$63 million trade surplus was one of the highest of all the provinces and territories.

2.2.2 The Outfitting Sub-sector

- In 2005, the Yukon's outfitting industry produced \$8.1 million in direct revenue. It sustained 95.1 direct person-years of employment and generated tax revenue of some \$1.4 million.

2.2.3 The Heritage Sub-sector

- In recent years, total visitation to heritage attractions in the Yukon was about 100,000 person-visits per year.
- In 2002, the economic impact of the museum sector – GDP – was estimated at \$3.36 million. Employment of 50 person-years per year and export value of about \$752,000 was estimated.
- Museums supported 100 direct jobs, 21 full-time jobs and 79 part-time seasonal jobs, amounting to 39 person-years per year and a payroll of \$1.385 million. Including payroll, museum spending was 92% of the Yukon's goods and services.



- In 2002, the museum revenues were \$1.925 million. About 43% of revenues were obtained from museum admissions and sales. Some 57% came from government direct support and grant support.

2.2.4 The Adventure Sub-sector

- In 2004, there were 81 certified wilderness tourism operators in the Yukon.
- Only 3% of the Yukon is developed. According to the *Status Report*, about 77% of the territory is wilderness beyond five kilometres off a highway. Most of the Yukon is pristine wilderness and over 10% of the landscape is protected in national or territorial parks.
- Wildlife viewing is something sought after and an expectation by 22% of Yukon visitors. Virtually 100% of multi-day wilderness travelers expected to see wildlife. Over 96% were satisfied with their viewing experience.

2.2.5 The Touring Sub-sector

- The touring sub-sector accounts for a large proportion of total visits to the Yukon.
- Touring visitors are interested in en route attractions, meaningful experiences, seeing wildlife in nature, scenery, and quality infrastructure and services.

2.3 Tourism Sector Gaps and Issues

The assessment of the tourism sector in the Yukon led the consulting team and industry to identify a number of gaps and issues facing the sector. These are summarized in the subsequent sections.

2.3.1



Yukon Tourism Sector Gaps

Tourism sector gaps identified can be described as a lack of:

- A comprehensive explanation and interpretation of Yukon's mining history, whether the ideal situation is to have one or several museums or interpretive sites;
- Coordinated, marked trail systems that allow visitors and residents access to front and mid country areas of significance and interest;
- A collection of well-appointed and site-appropriate back country lodges or hut systems to facilitate the back country experience;
- A coordinated corridor management approach for certain key tourism corridors, especially the Yukon River system;
- A connected approach to interpreting and experiencing the Yukon's First Nations culture and heritage;
- A land use management policy that addresses wilderness resource use, whether it is in the front, mid or back country;
- A process and framework for the tourism development of the Yukon's key icons;
- A means to achieve the appropriate level of recognition and icon development of the Yukon's Arctic, including the Arctic Circle; and
- A way to better celebrate and share the accomplishments of certain key artists and writers that have found their inspiration in the Yukon, such as Robert Service, Jack London, Pierre Berton and Ted Harrison.

2.3.1



Yukon Tourism Sector Key Issues

The key issues were developed with a broad spectrum of industry and government input:

- In a world-wide market place, the Yukon is challenged to increase its brand awareness and relevance.
- The Yukon must strive to find a way to stand out as a destination given there are numerous areas that offer similar travel experiences and opportunities.
- The Yukon must strive to develop more quality tourism product in a manner that both grows and sustains the industry.
- Within the Yukon, certain destination nodes need to be recognized and developed in ways that appropriately support and facilitate tourism experiences.
- Although Dawson City and the Klondike brand have been key to Yukon tourism, the product needs to be revitalized and repositioned for the contemporary tourism market.
- Quality of service in the Yukon is not always the best it can be for our target markets. In order to stay competitive, the Yukon must strive to set, meet and exceed standards.
- The tourism industry must strive to present itself well and find means to attract workers and entrepreneurs from an increasingly competitive labour market.
- Yukon land use policies and plans must consider and facilitate the tourism industry's need to access land for strategic tourism development sites in the Yukon.
- The Yukon's tourism industry must grow to a size that makes it less vulnerable to disruptions caused by the loss of a few entrepreneurs.



- The Yukon must recognize the need to protect the integrity of key wilderness areas and manage important views for wilderness quality near lodges, communities and highways.
- Yukon's tourism industry needs to strive to find ways to ensure industry initiatives remain a priority even though the government culture is cautious and the political terms of governments change often.

2.3.2 Yukon Tourism Sector Key Opportunities

The following key opportunities were identified:

- In the Yukon, the animation of our key stories could be reinvented to address the needs and interests of today's target markets.
- Given the competition and reach of the internet in today's world, the Yukon must be diligent to target and speak well to its target market segments.
- There are many excellent opportunities to develop tourism related products in the Yukon.
- There is an excellent opportunity available to develop Carcross due to its natural beauty, history, First Nation culture and proximity to the cruise market in Skagway.
- The continued development of the Whitehorse waterfront will contribute to the growth of local tourism and tourism throughout the Yukon.
- There is a demand and interest by First Nations to provide and participate in tourism and economic development opportunities in the Yukon.
- There is an opportunity to develop, grow and brand tourism in the Yukon as sustainable, responsible and green is available through a concerted effort.



- An opportunity is available for the various departments and branches within government to take a coordinated or whole government approach to creative initiatives.
- There is an opportunity to enhance community involvement and planning regarding tourism initiatives.
- An opportunity to distinguish and promote accessible wilderness assets and icons exists for the Yukon.



3.0 WHERE WE WANT TO BE: THE VISION FOR TOURISM

To answer the question *where the industry wants to be in the future (15 years out)*, TIA Yukon offered a half-day session at their April industry conference. Some 50 senior professionals from the tourism industry participated.

A single *vision statement* for the Yukon was not developed. Instead, participants were asked to respond to a number of questions addressing key elements important to vision. These key elements include:

- Tourism and economy;
- Tourism infrastructure;
- Tourism attractions;
- Tourism services;
- Markets for the Yukon;
- Marketing the Yukon;
- Organizational capacity; and
- Investment attraction.

The following sections summarize the Vision of the industry, and they are phrased in the future tense. The full documentation of the industry Vision can be found on the TIA Yukon website.

3.1 Tourism and Economy

Tourism is a \$500 million industry on equal footing with other industry sectors in the Yukon. It is valued, it contributes to a better quality of life, it provides year round revenue and employment, and it generates an economic return to the territory and businesses. Overall, tourism contributes to a well-rounded, balanced and sustainable economy in the Yukon.



3.2 Tourism Infrastructure

Yukon infrastructure, including cell phone service, air access, parks, trails, signage and roads, is coordinated, renewed and upgraded to meet the needs of the guests of the Yukon, as well as its residents.

3.3 Tourism Attractions

Yukon attractions are focused on two themes that are core to the brand: nature, wilderness and wildlife; and culture and history.

Visitors can experience some of the Yukon's natural icons such as Kluane, Mount Logan, Tombstone, the Arctic Circle, tundra, and Kaskawulsh Glacier. These icon attractions are accessible to tourists in a manner that ensures their integrity is not diminished. A high level of customer service at these attractions ensures a meaningful experience.

More experiential, interactive and responsible/eco-friendly tourism products exist to animate natural and cultural experiences. The Yukon is a shining example of sustainable tourism policies, practices and operations. The need for parks, wilderness areas, wild rivers and wildlife sites remains a priority of the Yukon Government; tourism builds the demand for carefully controlled and protected areas.

While the Klondike heritage remains a core part of the Yukon brand, its presentation expands to embrace our aboriginal heritage and peoples, our historical figures, northern culture and events. More historical tourism products/interpretation and events exist; museums are better used to animate history; and cultural centres and historic sites provide high quality tourism experiences for visitors. Gathering of Nations and other aboriginal events continue as authentic, meaningful learning experiences for visitors and Yukoners. Dog sledding is positioned in marketing and is key as part of the Yukon culture; the Yukon Quest acts as a catalyst to grow winter tourism.



The Yukon River is developed and positioned as an experience of a lifetime; the communities along its length are interpreted for their history and cultures, yet its fundamental wilderness nature is preserved.

More high-end products and ground transportation services exist to enhance the Yukon's ability to provide a high return on investment by appealing to visitors in higher income markets.

3.4 Tourism Services

The delivery of tourism services is the best it can be. The Yukon's tourism industry, especially the accommodation sector, is the champion of quality service delivery, training, standards and stewards the growth of tourism. Yukon accommodation facilities are rated and signed accordingly. The Yukon's Tourism Visitor Information Centres operate a more integrated sales and service approach for visitors. Road signs are developed to accommodate visitors. High quality roadside pullouts are developed in strategic locations and become desirable stopping and meeting places for travelers.

3.5 Markets for the Yukon

Under its brand, the Yukon presents a strong mix of culture, nature, and urban/community tourism experiences and it continues to deliver innovative domestic and international marketing. Domestically, the Yukon attracts more Canadians and visiting friends and relatives. Yukoners are also encouraged to explore their territory. A strategic approach to identifying and capturing international markets is in place; and industry and government set goals, objectives and strategies together. Yields from international markets improve. The Yukon explores the high-end and family markets.

3.6 Marketing the Yukon

The Yukon Government and TIA Yukon, through its Senior Marketing Committee (SMC), develop and follow a stepwise, research-based, strategic method of selecting and addressing market segments. Marketing is increasingly based on "Pay-to-Play"



approaches, where promotion initiatives depend on the financial participation of the industry.

3.7 Organizational Capacity

TIA Yukon is the united voice for tourism in the Yukon. TIA Yukon has 401 member businesses and individuals in 2007. TIA Yukon and government work seamlessly, collaboratively, and transparently to plan, execute and measure initiatives focused on building the tourism sector in the Yukon. TIA Yukon supports joint business ventures and marketing schemes, and works with government on marketing and product development programs and incentives. TIA Yukon leads in changing the business mindset from one of competition to one of collaboration between Yukon partners.

3.8 Tourism Investment

TIA Yukon and government attract territorial and outside capital that can be used by existing businesses and their partners to develop new product and tourism experiences in the Yukon. TIA Yukon, government and First Nations work together to create greater opportunities for access to land in the Yukon.



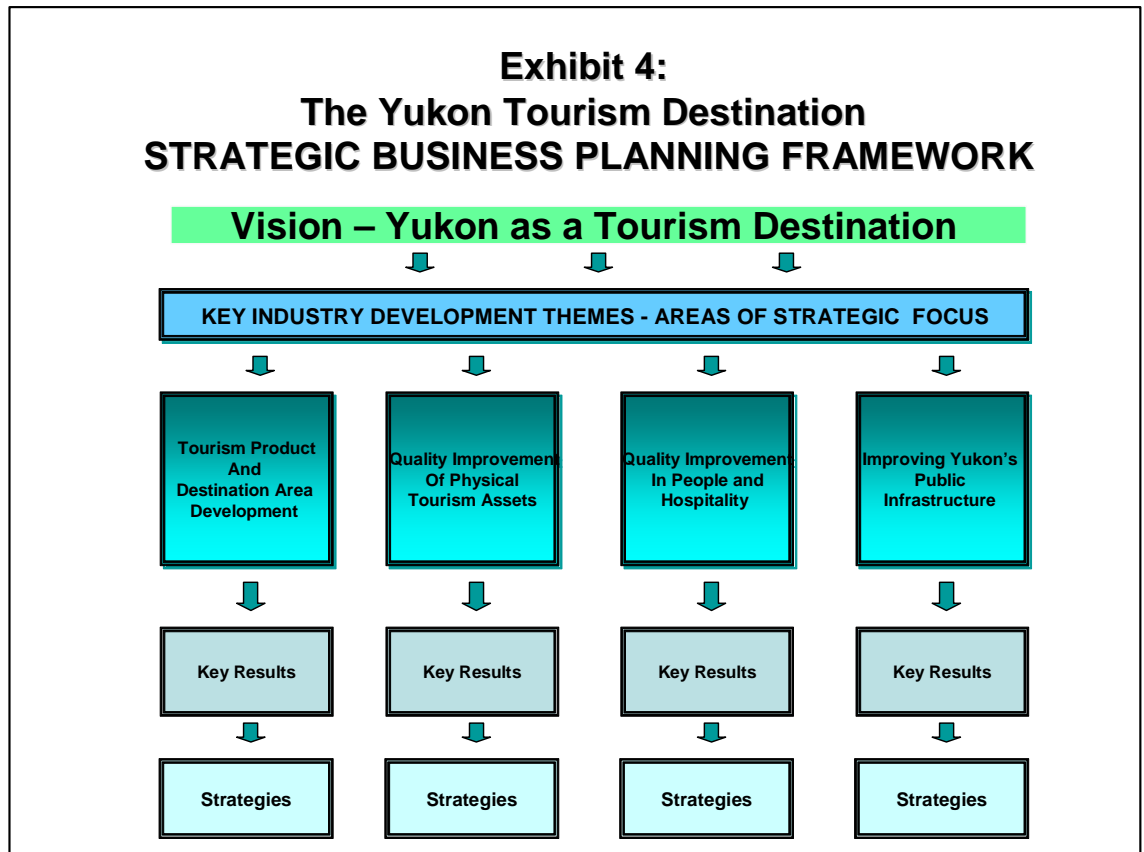
4.0 STRATEGIC PRIORITIES FOR YUKON TOURISM DEVELOPMENT

Phase One research and analysis and the articulation of the industry's long-term Vision 15 years out led to the following four strategic priorities:

- **Tourism Product and Destination Area Development:** Develop new tourism products that are positioned to provide exceptional experiences to visitors while capturing economic value and market recognition for the Yukon. In particular, this development priority focuses on five nodal development areas:
 - Carcross and the southern lakes;
 - Watson Lake, the gateway for northbound road traffic;
 - Whitehorse, the staging area for international markets to the destination;
 - Dawson City, the centre of historical interpretation; and
 - Tombstone, a new iconic landscape and visitor node.
- **Quality Improvement of Physical Tourism Assets:** Focus industry power on raising the quality bar among the Yukon's tourism-focused businesses, Yukon communities, and elements influenced by government.
- **Quality Improvement in People and Hospitality:** Focus industry power on improving the quality of people interested in tourism and industry hospitality standards and performance.
- **Improving the Yukon's Public Infrastructure:** Improve strategic public infrastructure to ensure a quality Yukon experience.

Key to the execution of the Vision is the identification and implementation of strategies to achieve the key results the industry sets out to accomplish. The exhibit following illustrates the planning framework.





4.1 Significance of the Yukon's Strategic Priorities

The four Strategic Priorities are designed to be the focal points that drive TIA Yukon and all tourism partners forward in the development of the industry in the next five years. Priorities help us to focus energies on the most important things, which help us continue moving decisively forward.

4.2 Key Results of the Strategic Plan

Key results are the statements of WHAT we are going to accomplish over the period of the strategy. Focused on the gap between our Vision and where we are today, each Key Result describes what we will have accomplished at some future date.



Key results, stated in future tense, are described below for each of the four Strategic Priorities.

4.2.1 Strategic Priority #1: Tourism Product and Destination Development

Research and analysis from this project and many others before it has recommended the need to develop tourism product in the Yukon. This report recommends the establishment/expansion of tourism nodes as both focus areas for attractions and services and jumping off points to regional experiences. These nodes will act as **attractors** within their region, as they are most often associated with one or more icon features. They will also act as service centres and staging areas for regional experiences.

4.2.1.1 Key Results

- Lands appropriate for tourism development are mapped, rated and made available for development with partners, including, where appropriate, First Nations. Key icons will be identified although the industry has already recognized and set priorities in this area.
- Appropriate outside investment and developers are working with local entrepreneurs and development agencies to invest, build and partner in the development of more tourism product.
- Investment has resulted in high quality, small lodge product in appropriate locations along strategic rivers, lakes and trails.
- Government has coordinated its efforts to manage and develop the Yukon River as an iconic great river tourist corridor. It will also develop a better themed and interpreted Klondike Highway with destination style attractions, including finding ways to increase traffic to Fort Selkirk.
- Yukon Government has ensured all highways and interpretive signage is coordinated, themed and tourist friendly as detailed in the highway interpretive strategy.



- Key nodes have been ripened, animated, and developed into clusters of activities and services in an area where there is one or more iconic attractors. These nodal areas will then be both destinations and jumping off places for other travel opportunities.

Development Nodes

Five development nodes were identified in the strategy, and each is described following.

Carcross

Carcross is surrounded by beautiful natural landscapes rich in culture and heritage. It features several iconic attractors, including the White Pass & Yukon Route Railroad, local historic infrastructure, and outstanding natural features.

Given its location only an hour from a large cruise ship port in Skagway, Alaska, Carcross is also an effective service area. Here it has many tourism activities and facilities, including a hotel. Tapping into the rich First Nation culture, Carcross hosts more presentation of aboriginal traditions. There is also more animation of Klondike history.

Carcross has great potential to host numerous adventure tourism experiences in the pristine out-of-doors. Visitors can come and participate in a range of outdoor adventure activities from mountain biking and boating to wildlife viewing and nature interpretation.

Watson Lake

Watson Lake is both the gateway to the Yukon for northbound traffic and a node that supports the discovery of the southeast Yukon.

The local icon attractors are mostly related to the nearby wilderness areas and the Alaska Highway history.



Watson Lake will have improved the presentation of existing products such as the Sign Post Forest and the Northern Lights Centre in such a way that they truly stand out as key features of the community.

Watson Lake will excel at being RV friendly with appropriate services and signing.

Whitehorse

Whitehorse is and always has been a convenient stopping place for visitors. Its iconic focal point, the mighty Yukon River, is a natural feature that extends 2,000 kilometres to the Bering Sea. Whitehorse has further developed its nodal capacity, including features on the waterfront such as retail, entertainment, interpretation, culture, and access and acknowledgement of the river.

There is a high quality resort at Takhini Hot Springs. There have been significant improvements to the wildlife preserve, the local trail system and the airport terminal.

There is summer tourism product at Mount Sima and a summer Yukon Quest attraction and event.

Dawson City

Dawson City continues to be a key destination and node facilitating cultural and geographical experiences. It facilitates the Klondike experience and more modern experiences associated with the local culture. It also presents the Yukon's sub-Arctic and Arctic areas along the Dempster Highway.

Within this node there will be more presentation of Tr'ondek Hwech'in culture, more restored and animated heritage buildings and sites, more recognition and ownerships over Dawson's literary history, full utilization of existing attractions (i.e., Palace Grand), the development of more anchor attractions, and stabilized support for arts and culture presentation in Dawson.



As a result of attractions development and market growth, there will be increased air frequency to Dawson City, an expanded airport, and better ground transportation to and from Whitehorse.

Tombstone

Tombstone Territorial Park is both an icon and relatively new nodal area that now has a complete interpretive centre and campground.

Tourism services, including a road accessible lodge, are there to meet the needs of both the outdoor adventurer and the Dempster Highway/Arctic Circle traveler.

An iconic trail system, with a back country lodge along its route, connects Tombstone and Dawson City.

Kluane - Long Term

Kluane is a large area that supports several small communities and includes one of the Yukon's greatest iconic features, Kluane National Park and Reserve of Canada.

Of the small communities, Haines Junction is the largest. Steps have been taken to improve Haines Junction's role as a node, including enhancements to local accommodations, campgrounds, restaurants, and the visitor and park centre at Kluane National Park and Reserve of Canada.

A UNESCO World Heritage Site, Kluane National Park and Reserve of Canada is the location of many remarkable forms of nature. Mount Logan, the highest mountain in Canada and the second highest in North America, is joined by the Yukon's largest and most impressive mountains in the National Park. Other points of interest include the ice fields and many of the Yukon's glaciers, Kluane Lake, the Tatsenshini River, and high densities of large wildlife species such as grizzly bears.

Flight seeing activities continue to be promoted, adventure product continues to operate in the Park and Champagne Aishihik Cultural Centre has been built.



4.2.2 Strategic Priority #2: Quality Improvement of Physical Tourism Assets

This priority is focused on increasing the level and quality of products that serve visitors. The market no longer needs to match the product being delivered. With increased competition world-wide, Baby boomers have come to expect more from accommodation, food service and attractions.

4.2.2.2 Key Results

The following key results would be executed:

- Export ready standards are implemented and advertised for fixed roof accommodation, tourism properties and products.
- Community and regional land use plans reflect clear ideas of what is required to ensure the Yukon is tourism friendly and our assets, including roadside and community and key backcountry viewscapes, are recognized and protected.
- Government agencies have an inventory of tourism's key features for use in land use planning and other land decision processes.
- MCIT needs are considered and supported in accommodation development in major nodes.

4.2.3 Strategic Priority #3: Quality Improvement of People and Hospitality

This priority is in response to the need for quality improvement in service delivery and hospitality.

4.2.3.1 Key Results

Key results that would lead to success of this strategic priority include:



- The development of incentive systems and approaches has improved so the Yukon is retaining young workers and acquiring more temporary foreign workers (TFW).
- There are more supports in areas of education/training initiatives, setting and implementing service standards, delivering certifications, articulated hospitality and tourism programs, and business/entrepreneur training.

4.2.4 Strategic Priority #4: Public Infrastructure Improvement

This priority responds to the need for improvements to public infrastructure.

4.2.4.1 Key Results

Key results include:

- A commercial wilderness access policy exists and land is made available for tourism development.
- Tourism business information infrastructure is improved.
- The Territorial Parks' strategy reflects tourism industry needs.
- Signature trails are identified and developed.
- Air service frequency to and from the Yukon and key destinations within the territory is improved.
- Highway signing is coordinated with the interpretive signage and wildlife viewing programs.
- Cell phone and internet communications infrastructure meets international protocols (GSM).
- There are adequate emergency services and infrastructure in nodal areas.
- Tourism workers have affordable housing and transportation.



5.0 EXECUTING THE STRATEGY: BUSINESS AND ACTION PLANS

5.1 Business and Action Plans Reporting

TIA Yukon worked with the consulting team to draft business and action plans directed at accomplishing the Key Results. In November and December 2007, TIA Yukon met with interested tourism organizations to hear their input on these business and action plans.

Setting priorities is a crucial step in executing a successful strategy. It is clearly not possible for TIA Yukon and its partners to immediately execute all of the business and action plans contained in the document. These activities might more reasonably occur over 15 or 20 years rather than in a five-year timeframe.

5.2 Overall Strategies to Implement Business and Action Plans

In addition to the many specific areas of strategic focus and related key results, the Business and Action plans identify specific strategies and actions that are critical to success:

- Take a whole government approach within the Yukon Government.
- Use government resources to help partners.
- Create action work plans to ensure key results are achieved.
- Develop an inventory and map of potential tourism investment that might be commercially viable within 20 years.
- Prepare and execute a product development and interpretive management plan.
- Develop the Yukon River corridor tourism and product development plan (could include the highway).
- Apply export ready standards and Canada Select Rating.
- Foster and support proper community planning and standards.



- Ensure tourism professionals are involved in community, economic and land use planning efforts.
- Ensure MCIT requirements are considered before development occurs.
- Develop incentive systems and approaches to attract and retain young workers to the Yukon.
- Organize coordinated support for training, education, labour supply support and recognition.
- Derive a better record of tourism businesses in the Yukon.
- Improve performance data on Yukon Tourism Businesses.
- Derive the GDP Contribution of Tourism.
- Inform and consult with First Nation Governments and lobby the Yukon Government.
- Provide a staff member that represents TIA Yukon and the tourism industry at all land use related forums.
- Develop signature trails in strategic locations.
- Support improvements in air service frequency for tourism.
- Maintain involvement in and support in Whitehorse International Airport improvements in relation to tourism interests.
- Improve cell phone and internet communications technologies.
- Identify and improve emergency services where needed.

5.3 Short Term Priorities of TIA Yukon

The Board of TIA Yukon met in early 2008 to establish their priorities for implementation of this plan during year one of the five year plan. The work plan for year one is essential to a complete understanding and assessment of how TIA Yukon can facilitate some of the business and action plans for the Tourism Industry (e.g., TIA assessment of current business investment services prior to initiating new ones).



The four key TIA Yukon priorities for year one, along with a description and high level action plan developed by the Board, are outlined following.

5.3.1 Destination/Nodal Development – Dawson City, Whitehorse

- Support/facilitate completion of a feasibility study for each community – inventory, approach planning, off-season and winter tourism opportunities and/or potential, community desires, industry viability, and market potential.
- TIA Yukon will facilitate development of a common template for nodal development, addressing meeting facilitation, community and stakeholder engagement, fund sourcing, managing work plans, recruiting community investment (people and time) and small financial contributions.

5.3.2 Inventory, Assessment and Gap Analysis of Programs and Services Available for Business Development and Investment

- Facilitate indexing of all services and programs, understanding their scope, identifying the gaps and work plan.
- Facilitate collaboration or propose new services for more efficient, tourism investor and business development friendly programs.
- Facilitate or organize funds and contract to conduct inventory, make assessments and gap analysis with stakeholders.
- TIA Yukon to manage project, find funding, rally stakeholders, and disseminate results.

5.3.3 Land Mapping for Tourism Development Opportunity and Conservation

- Prepare an inventory of all those involved in land mapping, planning, community planning, and development assessment exercises to better understand the comprehensive picture of ‘land knowledge’ by which tourism can anticipate development or operator access.



- Facilitate the gathering of information, identify who, scope, what, timelines, other stakeholders, and existing and potential partnerships.
- Promote and support existing work and/or identifying gaps in meaningful information for investment purposes.

5.3.4 Iconic Product Development Discussion Paper

- Prepare a document summarizing all existing historic work prepared in the Yukon around tourism icon development;
- TIA Yukon will facilitate a contract to have this paper prepared as information for the SMC, the TIA Yukon Board, community partners and current or new investors and tourism operators.

The TIA Board of Directors will work with senior management to undertake these four priorities in the coming 14 months.



6.0 Conclusion: The Path Forward

TIA Yukon will make every effort to lead the growth of the tourism industry from 2008 – 2013. This document summarizes the way forward as detailed in the 2007 documents Phase One: Tourism Sector Strategy and Business Plan 2008-2012 and Phase Two: Yukon Tourism Development Strategy Action and Business Plans.

The Yukon has all the right assets to be a truly successful tourism destination. Success can be achieved through leadership and focus of effort to bring the Yukon's iconic tourism assets to a point where they are known, animated, and serviced in such a way to support visitors and minimize impacts to the environment.

Creating or expanding tourism nodes that act as jumping off sites to adventures in the front, mid or back country; developing hut to hut trail systems and lodges in suitable areas; and managing areas for wilderness values will support sustainable long-term tourism growth.

The front, mid and back country will be managed to protect the wilderness values that visitors have come to see, including the values outlined in regional land use plans. The Yukon could, over time, become a shining example of sustainable tourism policies, practices and operations.

The tourism sector's vision of success is a \$500 million dollar industry that is perceived in the Yukon to be on an equal footing with other key industry sectors. It is valued, it contributes to a better quality of life, it provides year round revenue and employment, and it generates an economic return to the territory and businesses. Overall tourism contributes to a well-rounded, balanced and sustainable economy in the Yukon.

The path forward toward this end is to execute the Strategy and Business Plan with care and sensitivity over the coming years and decades.

