

# YUKON TOURISM ACTION PLAN

Y U K O N · 2 0 0 0

*Building the Future*

# ***TOURISM ACTION PLAN***

## **Background**

Over the past decade, tourism has been considered one of the more significant and stable sectors of the Yukon economy. It has the potential to make a large contribution to providing local jobs for Yukoners and to help reverse leakages in the Yukon's economy.

During the last seven or eight years, some shifts appear to have been taking place in the Yukon's visitor market. Border crossing information provided some indication, as had registrations at Tourism Yukon's Visitor Reception Centres. Studies to measure how the numbers of responses to advertising or requests for information about the Yukon actually convert into visitors to the Territory provided other indicators.

However, since no definitive data was available, ongoing government and industry analysis revealed several important issues as needing definitive answers. Some of these were:

- Who are our visitors?
- Why do they come here?
- How do they get to the Yukon?
- What do they do when they are here?
- What kind of tourism products do they use?
- Do we have the right kind of products?
- If not, what kind of new products are needed?
- How can we develop them?
- What are the cost implications?
- How can we put all this information into good use and ensure that the Yukon is able to competitively position itself as a tourism destination for the future?

As a result, it was decided a formal study should be undertaken to provide definitive data upon which governments and industry could work together for the next five to ten years to ensure a greater degree of collective success.

In December, 1985, the Yukon Cabinet approved the development of a strategy and action plan for

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tourism for the next decade. The Yukon tourism industry, through its Tourism Industry Association as well as the territorial and federal governments, recognized the benefits of having a strategy and an action plan, on which to base future priorities, programs and activities.

In February, 1986, a steering committee was established to manage the research project. Members were selected from the Yukon Department of Tourism, the Federal Departments of Regional Industrial Expansion and Indian and Northern Affairs, the Tourism Industry Association of the Yukon and the Council for Yukon Indians. The primary thrust of this study was that it be "market driven". It was decided it should be based on what Yukon tourists wanted rather than on what it was thought they needed in a vacation experience.

As the development of the research study progressed, a series of public meetings were held throughout the spring and summer of 1986, together with interdepartmental government workshops and eight meetings with major interest groups in the Territory. This initiative became an integral part of the Yukon Government's Yukon 2000 process leading to the Yukon Economic Strategy.

In October, 1986, a discussion paper was released and considered as part of the Yukon 2000 process at a workshop involving all major tourism industry groups in the Yukon as well as other associations and communities throughout the Territory. The primary results and recommendations emerging from the research study were reviewed and assessed.

Six alternative strategies were considered during this workshop. From the deliberations of the groups who participated, consensus was reached on the Yukon's Tourism Strategy.

This preferred Strategy was expressed in the following terms:

- Encourage those markets which provide the highest dollar returns to the Yukon, based on a combination of visitor's high per diem expenditures and the markets' existing or potential size over the next five to ten years.
- Emphasize these key markets in development and marketing while maintaining the other existing markets currently being serviced.

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- Focus on future growth by increasing volumes and expenditures of current markets and by increasing the size of the markets which provide the highest dollar returns — based on high per diem expenditures and potential size in the future.

This Strategy was summarized in the following two sentence statement, which is now the primary goal of the Tourism Action Plan:

*Emphasize growth markets.  
Service continuing markets.*

The Yukon's Tourism Strategy was presented at the Yukon 2000 Conference in November, 1986 and subsequently refined with input from the Tourism Industry Association and then approved by the Government of the Yukon in January, 1987.

This Strategy was incorporated into the Tourism section of the Yukon Economic Strategy and expressed in the following way:

- To meet the goals of the Strategy the Yukon Government will:
  - Focus development and marketing efforts on high-return markets while continuing to maintain existing markets.
  - Develop attractions and promote tourism to benefit more Yukon communities.
  - Encourage greater Indian participation in tourism.
  - Increase training for the tourism industry.

The development of the Yukon's Tourism Strategy, while providing much useful information, did not include definitive answers to important information required to develop an action plan for the future. The information needed included:

- How many visitors actually visit the Yukon?
- How long do they stay here?
- Where do they go in the Yukon?

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- How much do they spend while here?
- Do they travel individually or in groups?
- What are their perceptions about the Yukon?
- Are their expectations being fulfilled?

It was decided to undertake the first-ever definitive Visitor Exit Survey during the summer of 1987 to get answers to these questions.

## **1987 Visitor Exit Survey Highlights**

The Visitor Exit Survey was conducted for four months during the peak tourism season from June to September, 1987 and was focussed on obtaining information on the activities and expenditures of visitors from outside the Yukon. This period was chosen because it represents the time frame in which the vast bulk of visitation to the Yukon takes place.

The Visitor Exit Survey identified various pathways or trip patterns used by the tourists and highlighted the primary activities of these visitors. It provided an improved regional perspective on tourism in the Yukon and new information on the true points of origin of tourists in the Yukon.

Results from this survey, released in July, 1988, indicate that 88,500 visitor parties, representing 194,000 individual visitors from outside the Yukon, spent \$37.3 million in the Yukon from June to September, 1987, inclusive. The average party size was 2.2 persons. The average party stayed in the Yukon for 4.3 nights. A party spent \$422 per trip or \$45 per person per night while in the territory.

A breakdown of the points of origin of these visitors showed that 79% of them were from the United States, 17% were from other parts of Canada and 4% from other countries. The modes of transportation of these visitors were 59% by highway, 35% by bus and 6% by air.

The wide range of data available from the Visitor Exit Survey combined with an opinion survey conducted as part of the Exit Survey will provide the opportunity for a wide range of analysis. The information can be

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compiled and analyzed, for example, on a regional basis and will assist in identifying market segments, visitor activities and development opportunities.

With the results of the Visitor Exit Survey, governments and industry will then have a significant data base to guide implementation of the Tourism Action Plan. As more research and surveys are conducted an increasingly accurate assessment of tourism can be compiled.

## **Setting our Objectives**

In re-examining the basic thrusts of the Tourism Strategy referred to earlier, it was decided an action plan for tourism would only succeed if expansion occurred in those markets which were going to provide the highest possible dollar returns (visitor expenditures) based on a combination of increased per diem expenditures and increased length of stay. Success would also depend on a capacity to maintain current visitor levels in each market and to expand them to their full potential.

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### **Objectives**

To implement the Tourism Action Plan, the following key objectives were identified:

- generating optimum visitor expenditure in the Yukon;
- creating an economic climate which will stimulate private sector investment in the tourism industry in the Yukon;
- creating the maximum number of long term career-oriented job opportunities for all Yukoners;
- developing and diversifying new tourism products;
- identifying and implementing relevant professional training programs for persons in the tourism industry;
- integrating Indian tourism development within the territory; and

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- targeting Yukon products at potential visitors who will generate the highest gross travel expenditures in the Yukon through high per diem expenditures, market size and potential for growth.

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## **Priorities**

The major ongoing priorities for this Action Plan, beyond 1990, will include the following:

- developing and promoting tourism to benefit more Yukon communities;
- ongoing identification and implementation of regional tourism development plans;
- ensuring the relationship between the Yukon's natural environment and tourism economic activity is always considered with the goal of fostering environmentally sound development;
- ongoing research, development, marketing and training programs to ensure that we continue to develop highly competitive general touring or wilderness travel products throughout the territory;
- identifying key areas throughout the territory where destination complexes and resorts or centralized tourism facilities and services can be developed;
- ongoing identification, together with the industry, of the need to develop and implement relevant training, education, and skills — upgrading programs;
- identifying and developing projects that will portray our unique heritage, history and the Indian cultures of the Yukon;
- ongoing liaison between all levels of government and all sectors of the tourism and travel industry in the territory, to ensure that consensus and agreement is reached on the steps to be taken in the years ahead; and
- ongoing liaison and cooperation with all sectors of the tourism industry in the territory and other jurisdictions and governments, in the development and implementation of

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integrated tourism marketing and promotion programs.

## **Determining our Markets**

Before specific strategies can be defined, it is important to identify the Yukon's markets for tourism.

Two issues need to be examined. The first is the percentage contribution that each market will make to the attainment of the overall goal, and the second, to identify the markets that have the largest potential growth for the future.

If an action plan for tourism is to be successful, efforts must be made to concentrate on those high potential markets which offer us a combination of size and value in visitor expenditures. The balance of the markets identified will be maintained in the marketing and development activities, but the emphasis for the future should be on addressing the needs of the high potential markets.

To meet the strategy of emphasizing growth markets, while maintaining existing ones, we have to get a clear picture of the markets which supply the largest number of visitors and those markets which deliver the high spenders. Using the consultants' research, substantiated by the recent Visitor Exit Survey results, two key markets emerged, as identified by method of travel. They are:

- Independent RV/Auto Travellers
- Bus Tour Travellers

In addition, initial results of Phase II of the Visitor Exit Survey indicate the primary activities of travellers after they have arrived in the Yukon are:

- City Sightseeing
- Visiting Historic Sites and Museums
- Wilderness Sightseeing
- Highway Touring
- Souvenir Shopping
- Wildlife Viewing

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While these findings are largely consistent with the research done by the consultants in developing the strategy, further market delineation and visitor needs assessment is required. Answers to outstanding questions will be forthcoming when the second and third phases of the exit survey have been completed. Some fundamental questions still requiring clarification include:

- What kinds of tourism products do our visitors use?
- Do we have the right products to satisfy their needs?
- If not, what are the product gaps and what is the cost implication of closing them?
- How can we put all this information to good use to ensure the Yukon is an internationally competitive tourist destination?

## **Giving our Customers What they Want**

To maintain consistency in the approaches being taken for the development of this action plan, there is one guiding criteria — **WHAT DO OUR CUSTOMERS WANT?**

If the Yukon is going to be competitively positioned as a tourism and travel destination, a high quality tourism experience must be developed and delivered.

It is a generally accepted principle that any strategy for the development of a product be based on a number of key criteria. These are the criteria by which prospective visitors and past visitors will be enticed to come here in the first place, to return as repeat visitors or to promote the Yukon as a destination to their friends and acquaintances. These generally accepted criteria are:

- quality
- quantity
- variety

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- uniqueness
- value for money

An examination of these criteria follows:

## **Quality**

The Yukon offers a wide variety of tourism products: natural and man-made attractions; sightseeing and adventure tours and trips; R.V. parks and campgrounds; and historic events and attractions. Such things as hotel accommodations, food service, laundromats, convenience stores and all the other goods and services and facilities utilized by visitors are also considered tourism products.

Becoming more competitive and attaining stated tourism objectives will depend to a large extent on the degree to which all Yukoners collectively address the issue of producing and delivering quality products and experiences to our visitors.

## **Quantity**

Tourists have varying needs and expectations when visiting the Yukon on vacation. To satisfy them, the right quantity of tourism products must be provided through the development of facilities, attractions, events, that will serve their needs and will encourage them to stay in the Yukon over a longer period of time. Tourism products which are viable should be dispersed throughout the territory, so that all communities and Yukoners can benefit from the economic spin-offs from this industry.

## **Variety**

Tourists also want to have a variety of products or experiences available. More roadside fishing trips, half-day soft wilderness experiences, unique attractions and events, vacation complexes in areas of spectacular scenery, and so on could be developed.

## **Uniqueness**

To capture visitors' imagination and expand the potential size of markets will require more emphasis on the effective positioning of our products. Among these are the Yukon's Indian culture, heritage and history. As well, there is our unique relatively untouched wilderness, spectacular scenery, and last but not least, the genuine friendliness and hospitality of Yukoners.

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## **Value for Money**

To expect visitors to stay, to return or to promote the Yukon as a good vacation destination, they must go home satisfied that their money has been well spent in the Yukon. This is where things like the quality of service, appearances and attitudes count. The condition of the "environment" also counts — the streets, highways, parks, stores, garages and other facilities especially accommodations used by visitors must contribute positively to the total vacation experience. An integral part of this value for money is dependent on the professionalism with which visitors are treated, the courtesy provided and the quality, quantity and variety of all the goods and services and tourism experiences that they participate in.

A detailed analyses of visitor impressions in Part III of the Visitor Exit Survey will help define specific areas where improvements can be made in providing visitors with the opportunity to obtain value for money.

## **Working Together**

All Yukoners, directly or indirectly, are involved in the development, delivery, servicing and supplying of tourism products which strengthen and diversify the tourism industry and the territorial economy.

While accepting the premise that tourism is everybody's business, key players inevitably emerge as the parties who will collectively reach the goals and objectives through a partnership approach.

All levels of governments currently spend many tens of millions of dollars annually in the delivery of programs which enhance the economic and social well-being of all Yukoners. These expenditures involve our highways, airports, environmental enhancement, park development, community improvement, education and health services. These expenditures are supplemented by a variety of joint funding agreements between the federal and territorial governments, which provide funding assistance for a wide variety of economic development activity — including tourism development.

An important consideration for government approval of funding requests will be the degree to which these requests meet the quality, quantity, variety, uniqueness and value for money criteria previously described in this Action Plan.

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This funding role for governments has been, and will continue to be supported by an increasing involvement and participation on the part of private entrepreneurs and investors in the ongoing development of our tourism industry.

To implement this Action Plan, many millions of dollars will be involved. While government can support private sector initiatives, within its finite financial resources, the lead role and initiatives to make this plan a reality will come from the private sector. The Yukon government will support these initiatives, will be prepared to share the risk and will work towards the implementation of the activities and programs described earlier.

Government's main role is to provide an economic environment which will stimulate private sector investment and help the private sector to provide long-term, meaningful and career-oriented job opportunities to Yukoners. It will play a supportive role to initiatives undertaken by investors and entrepreneurs in identifying and developing new tourism products and infrastructure.

The Yukon government will also play a lead role in working with the tourism industry to diversify the quality, quantity, variety and value of tourism products provided. It will work closely with all sectors of the tourism industry in the Yukon in identifying training and education needs for Yukoners and will play a lead role in developing and delivering these training and education programs.

Working with the Indian bands and the Council for Yukon Indians, the government will play a lead role in developing an environment in which Indian entrepreneurs and business people can actively participate in tourism development in the territory.

The government, again working with the private sector through the Tourism Industry Association, will provide a lead role in the development and implementation of marketing and tourism promotion programs specifically targeted at those groups which will generate the optimum expenditures in the territory over the next decade.

The government, working with all sectors of the tourism industry, will identify research needs and will play a lead role in the implementation and delivery of relevant consumer and market research programs. This will enable the private sector to monitor shifts and trends

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in visitor markets and will also enable the private sector to make informed investment decisions.

## **Creating the Framework**

Over the past few years, the federal and Yukon governments have cooperated financially in the establishment of the Canada-Yukon Tourism Sub-Agreement, which has provided a framework for many of the tourism initiatives undertaken to date in the Yukon.

Recent federal government strategies for tourism focus on developing:

- touring and outdoor adventure as major markets;
- touring products for the interior of British Columbia and the Alaska Highway; and
- outdoor adventure and fishing resorts, and destination complexes.

These federal priorities are complementary to the Yukon's priorities and will form the basis for negotiating a new joint agreement which will be one of the primary funding sources for the recommendations contained in this action plan. This agreement could have specific programs in support of private sector investment stimulation, integrated and targeted marketing, tourism product development, and human resource development.

The primary focus of any new joint funding agreement will be on the development of internationally competitive, top quality destination attractions which are consistent with this strategy and action plan and which are identified as federal and territorial product development priorities for the future.

While it is generally accepted that the private sector provides the development initiative for new tourism products, there may be program support for some of the tourism products they initiate.

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## **Taking Action**

The initiatives undertaken as part of the Tourism Action Plan can be grouped according to the following major thrusts.

- Training and Human Resource Development
- Market and Consumer Research
- Product Development
- Marketing

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### **Training and Human Resource Development**

The identification of ongoing training, education and skills upgrading program requirements will be a continuing process. In each instance, Tourism Yukon will work with the private sector, the Tourism Institute (an advisory body on training made up primarily of members from the Tourism Industry Association of Yukon), Yukon College, the Council for Yukon Indians and individual Bands in identifying needs, developing curriculums and delivering appropriate training.

### ***Actions Taken To Date***

- Tourism Yukon, Yukon College and the Yukon Federation of Wilderness Outfitters are discussing a new wilderness guide training course.
- the Tourism Institute was established as an advisory body to the Yukon Government on the training needs of the industry.
- Tourism Orientation Courses have been put on by Yukon College, the community campuses, and through Yukon high schools.
- Tourism-related courses offered through Yukon College to date include waiter/ waitress training, front desk training and a short order cook program.
- Yukon College's small business management program courses are designed primarily for small business skills development, skills useful in the tourism field.

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- Tourism Yukon will also continue to work with industry in the identification of training needs, and will then work with other government departments and relevant delivery agencies to establish such programs through the Tourism Training Institute.
- The following courses may be identified, justified and then implemented:
  - RV repairs;
  - RV park and campground, cafe, restaurant, craft and gift shop management seminars and courses;
  - Museum training and workshops;
  - Hotel accommodation training programs;
  - Wilderness travel business management courses;
  - Introduction of cross-cultural seminars in all hospitality training programs;
  - Tourism marketing courses and seminars;
  - Courses on packaging vacation products;
  - Tourism financial management programs; and
  - Arts and Crafts, souvenirs, retail/ distribution and self development.

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## **Market and Consumer Research**

Part of government's fundamental responsibility is to provide information upon which the private sector can make informed investment decisions, and information on which government and the private sector can develop and implement worthwhile development and marketing activities. Consumer and market research will be an ongoing activity. Again, in each instance, Tourism Yukon will work with private sector operators, owners, and entrepreneurs, the Tourism Industry Association of the Yukon, Tourism Marketing Council and other government departments in the development, implementation and delivery of research programs.

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## *Actions Taken To Date*

- Tourism Yukon is now in the final stages of completing its 1987 Conversion Study, to establish the number of enquirers and respondents to our advertising and promotion efforts who actually became visitors to the Yukon.
- All major marketing and development programs within Tourism Yukon have had performance indicators developed and established and all programs are now undergoing ongoing evaluation.
- The federal and territorial governments are cooperating in a Silver Trail Region accommodation study to establish the future needs for both fixed roof and campground accommodation in the area.
- Tourism Yukon is now assessing the data obtained from the 1987 Visitor Exit Survey. This study, the first undertaken since 1982, provides definitive information on the Yukon's visitor market, point of origin, method of transportation, length of stay, daily expenditures, etc. and is the first comprehensive review of the Yukon's visitor market. The results will be used by both industry and government for future planning.
- Improved border crossing statistics are now available from the Bureau of Statistics who, since June, 1987, have been refining information made available by Canada Customs.
- Focus groups are now conducted regularly in primary Canadian and U.S. markets to evaluate advertising and literature campaigns.

## *Actions Into The 1990s*

- Evaluations will be undertaken of:
  - Marketing and development programs;
  - Domestic and international tourism development trends; and
  - Competitors' marketing programs.
- Ongoing research to identify visitor

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preferences on vacation products, visitor profiles and economic data will be conducted which will include visitor expenditures and economic spinoffs.

- Visitor tracking statistics will be compiled to provide data on highway counts, border crossings, campground and accommodation use and occupancy, fishing and hunting activity, convention and sporting events activities, cruise ship and tour bus activity, the adventure/wilderness travel market and the utilization of attractions and events.

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## **Product Development**

The continued development of unique and varied tourism products is critical to the success of tourism in the Yukon. The participants in the development of Yukon tourism products will be private sector entrepreneurs and investors, the federal and Yukon governments, communities, Indian bands, and the Indian Economic Development Corporation.

## ***Actions Taken To Date***

- Tourism Yukon is currently examining the feasibility of constructing a new enlarged visitor reception centre in Whitehorse.
- The Development Branch of Tourism Yukon is continuing its Streetscape program over the next 3-5 years with all communities in the Yukon as part of the community beautification program aimed at enticing visitors to stay longer and spend more.
- The Yukon government has undertaken a study of the roadside-accessible walking and hiking trails from all major highways throughout the territory.
- Tourism Yukon and the Department of Renewable Resources is undertaking a study to identify lakes throughout the Yukon which visitors can access from the major highways in order to participate in casual sports fishing while visiting Yukon.
- The federal and Yukon governments are working with the Champagne/Aishihik band on the feasibility and potential development of

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the Matatana Resort in the Kluane region.

- The federal and Yukon governments are working with the Champagne/Aishihik band on a project to establish Sha-Tan Tours, a tour operating business based in the Champagne/Aishihik area.
- The Heritage Branch of Tourism Yukon is working closely with the new Transportation Museum, with plans to have this new attraction open for the Alaska Highway anniversary celebrations.
- The federal and Yukon governments have cooperated with private entrepreneurs in the building of the M.V. Anna Maria, which is scheduled to go into operation on the Whitehorse to Dawson run in the summer of 1989.
  
- Tourism Yukon will be examining the feasibility of expanding and enhancing historic sites and museums throughout the territory through the development of:
  - a new overall policy regarding museums;
  - a new Yukon Transportation museum;
  - historic sites in Dawson;
  - North Yukon Park;
  - museums with Yukon Indian cultural interpretation;
  - a restored Moosehide historic site; and
  - restored Indian villages at Teslin and Klukshu.
  
- Tourism Yukon will continue to work with the private sector to identify additional locations for the development and establishment of international calibre destination resorts or complexes.
- Initiatives will be undertaken to explore the feasibility of and/or support the development of:

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- Whitehorse waterfront development;
  - an expanded White Pass and Yukon Route;
  - specialty boat tours throughout the Yukon on the Donjek, Alsek, Tatshenshini, Pelly and Firth Rivers, as well as boat tours on the Yukon River from Dawson City to Moosehide and Forty Mile;
  - caribou viewing packages based in Old Crow and/or along the Dempster Highway;
  - specialty vehicle tours and improved public access in Kluane National Park;
  - more roadside-accessible walking and hiking trails and fishing lakes;
  - upgraded quality hotel accommodations and conference/meeting facilities in key locations;
  - new RV parks and campgrounds in the Champagne, Kluane Lake, Carcross, Faro and Ross River areas;
  - an Indian sport fishing lodge in the Territory;
  - a rating system for hotel accommodations, RV parks and campgrounds to help visitors in arranging their travel plans.
- Working closely with other agencies, studies of the environmental and resource impacts of new tourism products and facilities will be undertaken where appropriate to ensure a balance is maintained between protecting sensitive habitat and wildlife and providing safe, interesting activities for visitors to the Yukon. Protecting unique landmarks and landscape vistas will be given a high priority.
  - Greater emphasis will be placed on the role of territorial or federal parks in tourism development.
  - Activities regarding the Yukon's highway

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network will be continued and/or enhanced to improve:

- the highway directional signage and roadside interpretation program with immediate priority on the Robert Campbell, and Dempster Highways and the Silver Trail;
- the Alaska Highway passing lanes and pulloffs;
- the Top of the World Highway; and
- other territorial highways.

*regional tourism plan*



- Tourism Yukon will continue to work with communities and regional tourism associations in the identification and implementation of regional tourism development projects and the community beautification program and recognize the need to maintain unique community characteristics.
- Tourism Yukon will work with the Klondike Visitors Association and the community of Dawson on the establishment of a Robert Service or Jack London festival and will continue to support non-profit associations, communities, and bands in the staging of other special events.
- Initiatives will be undertaken in cooperation with Yukon Indian entrepreneurs, bands, economic development corporations and/or the Council for Yukon Indians as appropriate to:
  - enhance Indian arts and crafts development throughout the Territory;
  - establish country food restaurants;
  - establish a "Yukon Indian Days" (or similar) event and the Yukon Mountain Festival in the Haines Junction area.
- Opportunities will be explored regarding ways to encourage local manufacturing of unique non-native Yukon crafts.

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## Marketing

Marketing creates an image about the Yukon in the minds of potential visitors and helps draw them to spending time in the Territory. As such, it plays a critical role in the success of the tourism action plan.

Actions for tourism marketing involve all levels of government, the communities, the Indian bands, the industry sector associations, chambers of commerce, organizers of events and attractions and all the Yukoners who meet, greet and service the Yukon's visitors.

## *Actions Taken To Date*

- The Yukon Tourism Marketing Council has played a significant role in promoting the Yukon as a tourism destination. It recently approved the initiation of a new joint program involving Alaska, the Yukon and B.C. in a new marketing consortium. If agreement is reached, the primary focus of this effort will be to build on the RV and fly/drive traffic from key U.S., Canadian and overseas markets. Assuming agreement in principle is received the program will be implemented in 1990 and will be an ongoing initiative.
- The Yukon Tourism Marketing Council has already totally restructured Yukon's tourism literature program to be more responsive to influencing various market segments.
- Tourism Yukon has initiated a visitor radio network throughout the territory with FM radio stations based at each of the visitor reception centres. This service runs 12 hours a day during the operating season of the VRCs. The capital cost was covered with assistance from the tourism sub-agreement.
- The Yukon Anniversaries Commission has been established as an entity separate from government, which will oversee the development and implementation of all special events and programs to celebrate both the 50th anniversary of the the Alaska Highway construction and the centennial of the Klondike Gold Rush. The tourism sub-agreement has funded the administration of the Commission for its first two years.

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- Ongoing evaluation of tourism literature on the Yukon will take place to ensure that it is accomplishing stated goals.
- A fishing brochure or guide will be developed for the casual visitor to the Yukon who is not booked on a pre-packaged fishing holiday.
- Improvements will be made to programs supporting the development of tourism brochures by the tourism regions and communities throughout the Yukon.
- Videos will be prepared and distributed that are aimed at persons visiting the Yukon in their own vehicles and at people interested in adventure and wilderness travel opportunities and experiences in the Yukon.
- Ongoing support will be provided to the Tourism Industry Association of the Yukon for convention and sports events promotion. Consideration will be given to developing a Yukon sports facility package for use by sports associations who organize such events in the Territory.
- All sectors of the tourism industry of the Yukon will be encouraged to be involved in the Yukon Tourism Marketing Council. This will ensure joint industry and government cooperation in the development and implementation of effective marketing and promotion programs.
- Options will be explored regarding the feasibility of a territory-wide booking system for adventure and wilderness travel operators.
- Initiatives will ensure continued cooperation with and support of Indian initiatives in the development, implementation and marketing of Indian-owned tourism operations which are aimed at generating increased visitor volume.

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## **Conclusion**

All of the actions or projects identified in the preceding plan were identified in the development of the Tourism Strategy and have been basically agreed to by the private sector, industry groups and other Yukoners involved in the consultation process.

The timeframes for the actions described above are based solely on current knowledge of the projects either underway or being planned for the future. Some elasticity must obviously be provided within these timeframes because many of the ultimate decisions to proceed will rest with private entrepreneurs, investors or the owners and operators of tourism businesses throughout the Territory.

To implement this Tourism Action Plan over the next 10 years will cost many millions of dollars. An awareness has to be developed in government and industry about the magnitude of total available resources currently invested in the delivery of tourism-related programs and activities. Federal and territorial governments and the private sector cannot afford to work in isolation of one another or valuable tourism opportunities will be lost. For example, whenever campgrounds, highways or parks are developed they must be done in a manner that accommodates the interests of our visitors, who are often the largest end users of these extensive public facilities.

As an integral part of the Yukon government's major economic initiative, the Yukon Economic Strategy, this Tourism Action Plan will become a blueprint for the future. As with other economic initiatives within the Yukon Economic Strategy, funding for these actions will be provided through the normal government budget processes and through any future tourism development cost-sharing agreements with the federal government.

For some actions, additional funding may be required. In other cases, existing government funding may be re-channeled into the priority areas identified.

The Action Plan is intended to be dynamic. It must respond, not only to growth and changes in the tourism industry, and in the economy of the Yukon, but also to the changing needs of Yukon visitors.

This Tourism Action Plan reflects the views, aspirations and hopes of all Yukoners who were involved in developing the Tourism Strategy. It will require the

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support of all Yukoners now and in the future to attain the objectives identified. Working together, it can become a reality.

**Yukon**

Tourism

David P. Porter, Minister