



Message from the Steering Committee

At the request of the Government of Yukon, a Steering Committee was formed to provide strategic advice to the Minister of Tourism and Culture on the development of a multi-year, goal-oriented tourism development strategy. Our direction was to develop a strategy for the Yukon, a vision for tourism in which all Yukoners could see themselves.

Together, we oversaw the department's largest ever public engagement. Through a series of community engagements and an online platform, tourism stakeholders, Yukon First Nations governments and Citizens, municipalities, development corporations, the arts and culture communities and the public shared their thoughts on how to sustainably grow tourism. This transparent process ensured that the wealth of feedback we received informed the results of our work and that the strategy is accountable to Yukoners.

Tourism provides the Yukon with sustainable, diversified growth that balances economic development with environmental, community and cultural values. Our tourism industry is strong, stable and mature, and we have the opportunity to take it to a higher level. The time is right to align our efforts and work together to create a bold new vision for the future of Yukon tourism.

Working together, we embrace sustainability and align ourselves with leaders in the field who are shepherding a new and better way forward around the globe. Gone are the days where jurisdictions chase increased visitation at all cost. Instead, we need to provide visitors with reasons to stay longer and spend more. This gives Yukoners more reasons to vacation right here at home.

Finding the balance between welcoming tourism development and supporting economic growth, while also enjoying and protecting our natural environment are integral to the success of the strategy.

Celebrating the Yukon's authentic cultures, heritage and identity, including significant historical events such as the Klondike Gold Rush, are also important. Sustainability is our guiding principle as we chart this new path forward, and the value we return to when the path becomes unclear.

Yukon First Nations' knowledge, values and cultures are the foundation of the Yukon's identity. Sustainable tourism development supports reconciliation, including Chapter 22 of the Umbrella Final Agreement, by providing Yukon First Nations opportunities to participate in the economy. Together, we are working to share and celebrate the Yukon's rich and diverse heritage in a meaningful and authentic way.

Building strong, healthy communities is at the heart of our work, while ensuring the benefits of tourism exist beyond our capital city and include any community that wishes to pursue tourism development.

Inclusivity is the cornerstone of our shared journey forward, because none of us can succeed alone. Now is the time to encourage and welcome all stakeholders to join us on this journey. Together we can nurture our longstanding partnerships, build and strengthen new relationships, and explore innovative approaches that support this essential and vibrant industry.

By joining together, Yukoners can lead the way forward with a new vision for sustainable tourism in the territory. Our journey is uniquely Yukon—a distinct vision for our future that recognizes the challenges and triumphs of the past, and more importantly, the promise of a stronger future. A future that can only be achieved by working together.

Sincerely,

The Yukon Tourism Development Strategy Steering Committee



The Steering Committee



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Yukon Chamber of Commerce (Stakeholder Co-Chair)





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Council of Yukon First Nations





Yukon Convention Bureau



Sport Yukon



Summary

Vision

Our vision is for tourism to be a vibrant, sustainable component of the Yukon's economy and society for the benefit of future generations.

Goals







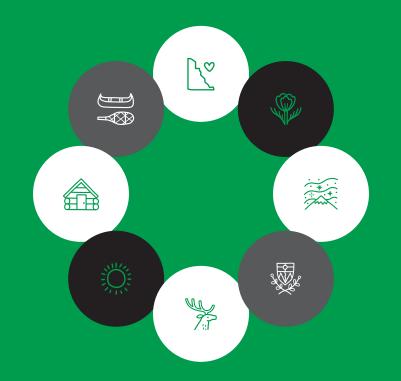
Sustainable Tourism Development



Resident Support for Tourism

Core Values

- \rightarrow Love Our Yukon
- ightarrow Encourage a thriving tourism sector
- \rightarrow Preserve and enjoy our natural environment
- \rightarrow Honour our heritage
- \rightarrow Celebrate our cultures
- ightarrow Build healthy communities
- \rightarrow Develop partnerships
- \rightarrow Foster innovation



Four Pillars for Success







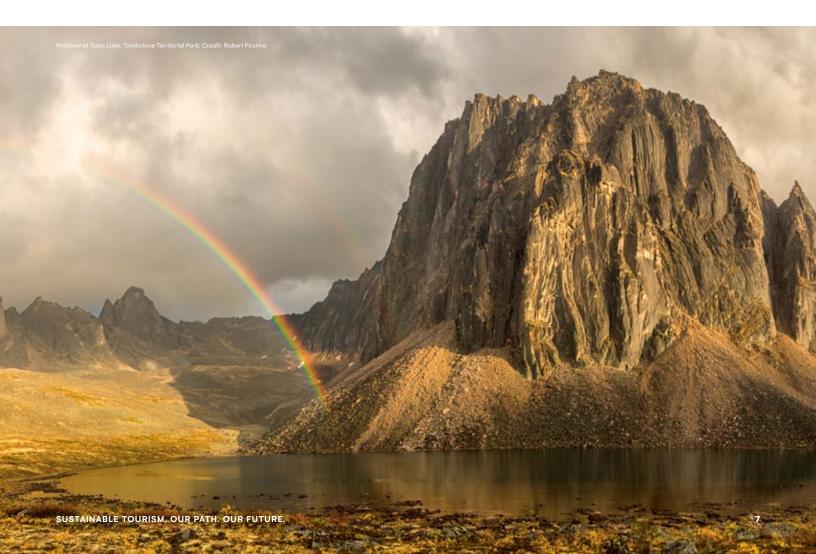




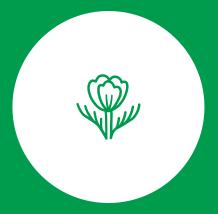
Vision

Our vision is for tourism to be a sustainable, vibrant component of the Yukon's economy and society for the benefit of future generations.

This ten-year adaptive strategy lays out the goals, values and strategic actions to realize a tourism vision for the Yukon, developed by Yukoners. To become a leading sustainable tourism destination, we must foster the conditions for a thriving tourism economy, develop tourism in a manner that balances economic, social and environmental values, and bolster support for the industry by aligning our collective efforts with the core values of Yukoners. Four connected pillars outline the strategic actions that will be developed and implemented to bring this vision to life. While each goal, value and pillar is important in and of itself, the strength of this strategy and the success by which it is measured, stems from the need to ensure they are interconnected and pursued in balance.



Goals





Thriving Tourism Economy

This provides opportunities for Yukon businesses to succeed and grow, which benefits Yukoners through stable, year–round employment.

Sustainable Tourism Development

This ensures the balance between economic, social and environmental values.

Resident Support for Tourism

This is an essential element of a strong and successful sector.



Double revenue to Yukon businesses attributable to tourism from \$262.9 million in 2016 to \$525 million in 2028.

Prioritizing revenues fosters the conditions to advance the Yukon as a year-round tourism destination.

Leveraging and expanding existing seasonal and community capacity, while also developing new visitor experiences supports increased revenues, leads to higher employment, and strengthens the sector.



Establish a framework within two years that measures the sustainability of tourism development.

Through research and engagement,
Yukon will become a leader in destination
management by developing criteria to
measure and monitor sustainable tourism
development. This ensures that tourism
growth supports healthy communities,
preserves our natural environment for future
enjoyment, and ensures tourism benefits
Yukoners for generations to come.



Ensure at least 80% of Yukoners have a positive attitude about tourism.

Measuring Yukoner support for the industry ensures that sustainable tourism growth aligns with Yukoners' core values. Strong support for the industry leads to outstanding visitor experiences.

Core Values





Love Our Yukon

Yukoners are proud to call the territory home. We are proud of what makes us unique and are eager to share it with the world. We value the wilderness, our vibrant communities and northern way of life, and want to ensure that they are preserved for generations to come.



Encourage a Thriving Tourism Sector

Yukoners recognize that tourism plays an important role in growing and strengthening our economy. Businesses and organizations of all sizes support our communities, and provide benefits that extend well beyond employment.



Preserve and Enjoy Our Natural Environment

Yukoners love being in the outdoors and value vast expanses of pristine wilderness and abundant wildlife. Our natural environment must be effectively managed so that visitors and residents can explore our wild and dynamic landscapes without detracting from them or impacting wildlife habitat. Our wilderness is our strength and a fundamental part of who we are.





Honour Our Heritage

Our heritage forms a part of who we are and what draws visitors to the territory. Yukoners are proud of our living heritage that celebrates the natural environment, honours Indigenous knowledge and traditions, preserves and shares our past through heritage experiences and attractions, and commemorates significant historical events such as the Klondike Gold Rush. We must work together to respectfully share the stories of the Yukon's past, and bring them to life in the present.



Celebrate Our Cultures

The Yukon inspires creative expression which enhances our lives and interprets our unique northern point of view. Living and sharing our cultures strengthens communities, reflects our ties to the land, and provides platforms to tell our stories. Diverse cultural perspectives contribute to the fabric of our society, and make the territory a warm, welcoming and engaging place to live and visit.



Build Healthy Communities

Yukoners appreciate that our communities are truly unique and believe they should be celebrated. Tourism can play an important role in developing our communities through job creation, strengthening community services and supporting infrastructure that benefits everyone. We want to ensure this is done in a way that allows our communities to retain their authentic identity and character while benefiting from tourism development.





Develop Partnerships

Tourism touches us all, so we must work together to harness the opportunities and benefits that tourism provides. Every tourism operator, stakeholder, government, community, and resident brings their own unique viewpoint to the discussion and that must be encouraged and valued for our mutual success.



Foster Innovation

Yukoners value creative solutions and action. There is excitement in the industry and across the territory about the diverse opportunities tourism can provide, and Yukoners want to see a bold vision for the future supported by the innovative and creative solutions that can help get us there.





Creating the Foundation for Generational Change

For the Yukon to realize its true potential as a sustainable year-round tourism destination, a number of actions must be taken. With a stronger governance model, infrastructure to improve access to and around the territory, and effective decision making, the Yukon can create a foundation for success that will be felt for generations to come.





Action Plans

1.1 Governance

ESTABLISH A TASK FORCE TO RECOMMEND A GOVERNANCE MODEL FOR TOURISM

Through research and engagement, the task force is charged with exploring tourism governance models (e.g. crown corporation, special operating agency, private/public sector partnership, etc.) and recommending an improved model to the Government of Yukon. Improving governance would align the efforts of government and industry in a manner that maximizes the efficiency of destination management and supports tourism industry growth.

ONE GOVERNMENT APPROACH TO TOURISM

The Government of Yukon should develop a whole-of-government approach to tourism and create one window for the tourism industry to access government programs and services in a coordinated, streamlined and efficient manner. This client-focused model enhances a thriving tourism industry and makes it easier to do business in the Yukon.

1.2 Infrastructure

ROADS AND COMMUNITIES

Safe, reliable roads and community infrastructure are important to Yukon residents and visitors. Maintaining current assets, while exploring opportunities for new and improved infrastructure such as pull outs, viewpoints, waste management, wireless technology and connectivity, supports the sustainable growth of the destination.

SIGNAGE

Improve signage to better support businesses, communities and visitor experiences across the territory. Work in partnership to incorporate Traditional Territories, languages and local artistry into signage.

AIRPORT FACILITIES

Airports play an important role in welcoming visitors. Modern airport facilities can leverage the competitive advantage of Air North, Yukon's Airline, while also fostering partnerships with other carriers, to ensure convenient and affordable air access to and around the Yukon.

WILDERNESS & HERITAGE ASSETS

Better manage access to the Yukon's trails, lakes, rivers, historic sites and heritage resources, including infrastructure, in a way that is respectful, sustainable and safe.





1.3 Effective Decision Making

ESTABLISH A FRAMEWORK THAT MEASURES THE SUSTAINABILITY OF TOURISM DEVELOPMENT

Through research and engagement, identify metrics that measure the link between tourism growth and healthy communities. This better quantifies the impact tourism has on the Yukon and identifies opportunities to strengthen its benefits to Yukoners.

IMPROVE REGULATORY FRAMEWORK

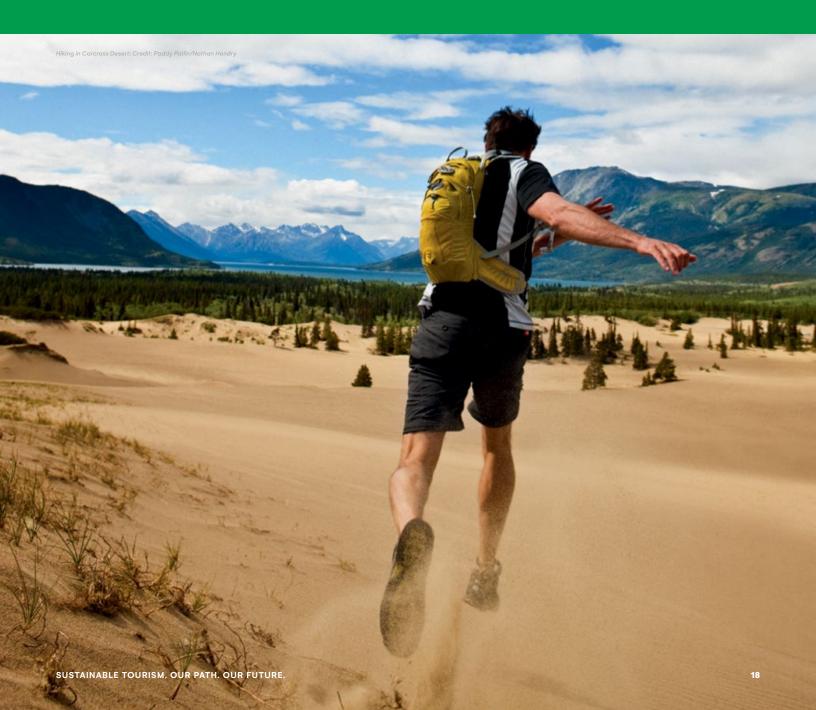
Ensure clarity and fairness within the regulatory framework, and provide better tools to enable the sustainable growth and development of the industry (e.g. availability of land for development).

EVIDENCE-BASED DATA FOR DECISION MAKING

Establish an accessible and efficient foundation of research and data to support the implementation of the strategy, measure the success of the action plans and inform decision making to support tourism development.

Outstanding Visitor Experiences

The development of outstanding visitor experiences, coupled with leveraging and expanding existing seasonal and community capacity, helps create conditions for the Yukon to become a premier year-round destination. These customer-centric experiences attract tomorrow's visitor, while maintaining and celebrating the Yukon's authentic cultures, identity, and communities.





Action Plans

2.1 Ensure a Business–Friendly Environment

ALIGN AND LEVERAGE FINANCING OPPORTUNITIES TO SUPPORT TOURISM DEVELOPMENT

Ensure financial programs, incentives and supports for tourism development are in place, align with the goals of the strategy and support outstanding visitor experiences.

RECRUITMENT, RETENTION & TRAINING

Support industry access to a skilled and experienced workforce through programs for training, development, attraction and retention, while also considering labour market supports such as transportation and housing.

DEVELOP & IMPLEMENT INDUSTRY STANDARDS

Create industry-led service and accommodation sector standards that improve the quality of visitor experiences.

2.2 Experience Development

WILDERNESS TOURISM

Pursue opportunities for wilderness experiences that help residents and visitors explore the Yukon's wild and dynamic landscapes.

ARTS, CULTURE & HERITAGE EXPERIENCES

Support authentic arts, culture and heritage experiences and attractions that deepen visitor experience and showcase the Yukon's unique northern identity.

SPORTS TOURISM

Encourage hosting more sporting events in the Yukon, focusing on the shoulder and winter seasons, and communities where capacity exists or can be developed.

MEETINGS & CONFERENCES

Promote the Yukon as a destination for meetings and conferences, focusing on the shoulder and winter seasons, and communities where capacity exists or can be developed.





EVENTS & FESTIVALS

Support the development of shoulder and winter season festivals and events that enhance visitor experience.

CULINARY TOURISM

Pursue opportunities for culinary tourism to support outstanding visitor experiences.

NICHE & EMERGING EXPERIENCES

Support the development of niche and emerging experiences to strengthen the role they play in bolstering the shoulder and winter seasons.

COMMUNITY VISITOR EXPERIENCES

Support the development of visitor experiences in communities that want to sustainably grow tourism in their region.



Vibrant First Nations History & Culture

The Yukon is home to fourteen First Nations, each with their own rich history, culture and traditions. Supporting the development of Indigenous tourism can provide opportunities for Yukon First Nations to share and celebrate their stories in a meaningful and authentic way.

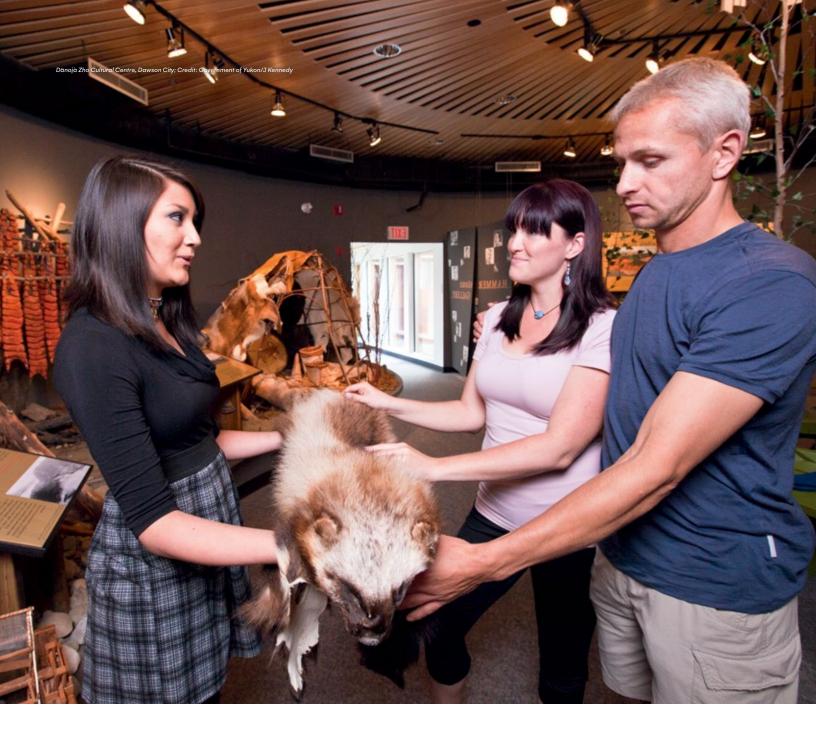




Action Plans

3.1 Yukon First Nations Tourism Summit

Host an event to bring together Yukon First Nations, development corporations, the Yukon First Nations Culture and Tourism Association and the Indigenous Tourism Association of Canada to discuss how to work together to support First Nations tourism development in the Yukon.



3.2 Establish the Yukon as a Premier Destination for Indigenous Tourism Experiences

Support new and enhanced visitor experiences and awareness for Yukon First Nations tourism, including the opportunity for better alignment of cultural and visitor information centres.

4.0

Sharing the Yukon's Story

Promote authentic experiences in a market-driven, consumer-centric manner that aligns with the values of Yukoners.





Action Plans

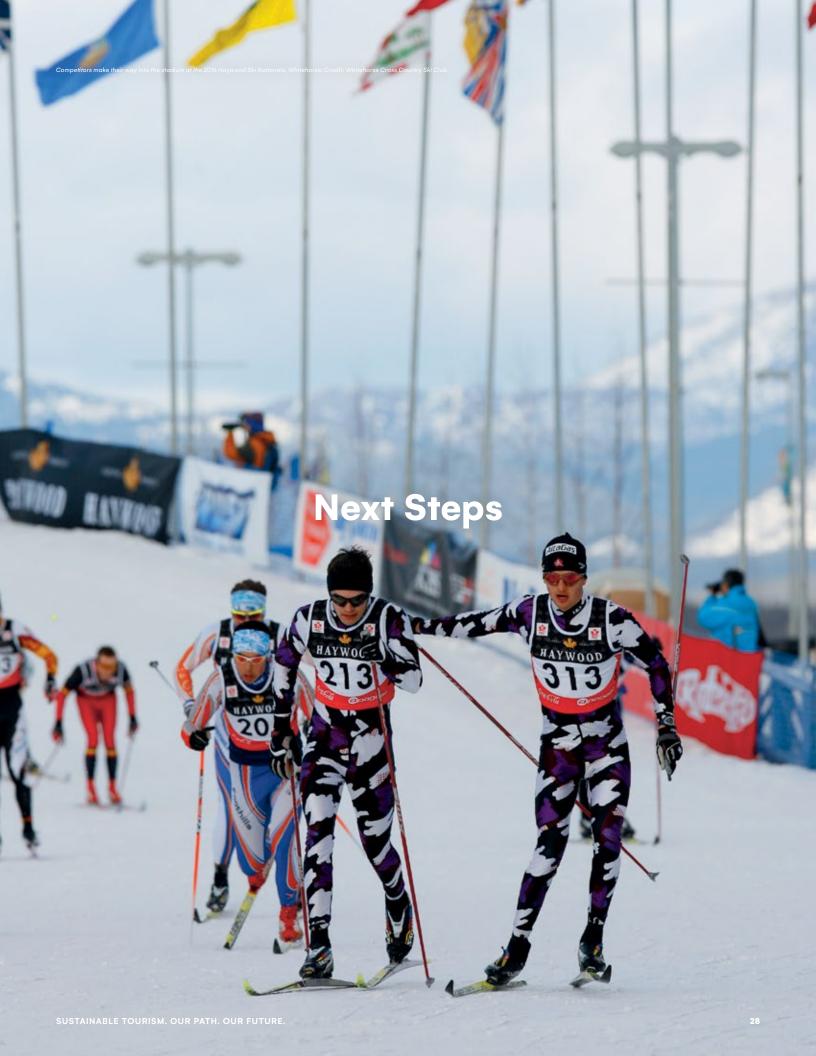
4.1 Market the Yukon as a Year–Round Tourism Destination

Promote the Yukon as a year-round tourism destination by highlighting the unique assets that differentiate the destination from others and maximizes available capacity in the shoulder and winter seasons.

4.2 Explore Opportunities for In–Destination Marketing

Develop and leverage opportunities to encourage resident travel within the territory.





Next Steps

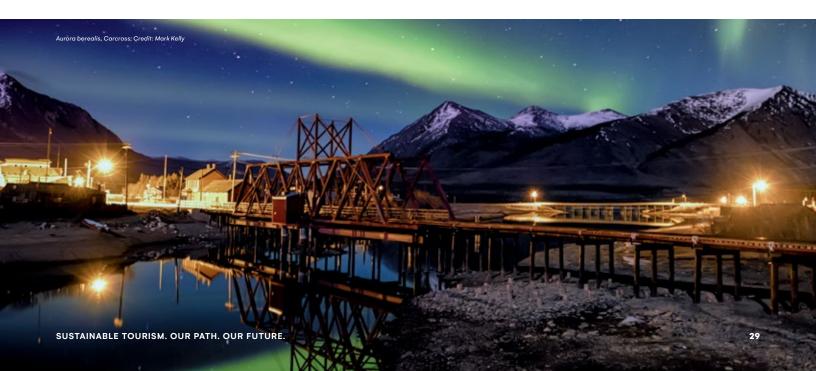
This ten-year strategy is a living document developed by Yukoners, for Yukoners, and everyone has a role to play in its success.

The document will be reviewed regularly to ensure that it remains relevant and takes into account the evolving nature of the industry. Implementation and review of the strategy requires ongoing engagement with stakeholders to determine roles, responsibilities and measurements for success moving forward.

Over the life of this strategy, all action plans developed and implemented are meant to support the vision, goals and values laid out in this document. The Government of Yukon will act as a convener and bring together partners to advance priority actions that support the vision. Reviewing data collected throughout the engagement process, the partners will work together to establish the objectives, deliverables, funding contributions and performance metrics to achieve the goals of the action plan.

The Steering Committee has identified seven priority action plans in the short term. However, this does not preclude work from beginning on other action plans.

- Establish a task force to recommend a governance model for tourism
- One Government approach to tourism
- Establish a framework that measures the sustainability of tourism development
- Establish the Yukon as a premier destination for Indigenous tourism experiences
- Improve signage
- Market the Yukon as a year-round destination
- · Recruitment, retention and training





Appendix A: Measurement of Goals

Principles of Measurement











Thriving Tourism Economy

This provides opportunities for Yukon businesses to succeed and grow, which benefits Yukoners through stable, year–round employment.

Goal

Double revenue to Yukon businesses attributable to tourism from \$262.9 million in 2016 to \$525 million in 2028.

Measurement Tool

The Yukon Business Survey



Context

- Every two years the Yukon Bureau of Statistics conducts the Yukon Business Survey that collects information about Yukon businesses that includes an estimate of revenue and Gross Domestic Product attributable to tourism. The results of the survey are available two years after the reference year (e.g. the revenues and GDP reported for 2018 will be available in 2020).
- From 2008 to 2016, Yukon business revenue attributable to tourism increased 51.5% or an average of approximately 5.3% per year.
- Revenues to Yukon businesses that were attributable to tourism in 2016, the last year the Yukon Business Survey was conducted, were estimated at \$262.9 million.
- To reach the target of \$525 million by 2028, revenues to Yukon businesses attributable to tourism needs to grow at a compounded rate of 5.93% for the period 2016 to 2028.
 A forecast of annual growth can be seen in the chart on the right:

YEAR	REVENUES TO YUKON BUSINESSES
2016 [*]	\$262,900,000 (estimate)
2017	\$278,490,000 (forecast)
2018 [*]	\$295,004,000 (forecast)
2019	\$312,498,000 (forecast)
2020*	\$331,029,000 (forecast)
2021	\$350,659,000 (forecast)
2022*	\$371,453,000 (forecast)
2023	\$393,481,000 (forecast)
2024 [*]	\$416,814,000 (forecast)
2025	\$441,531,000 (forecast)
2026*	\$467,714,000 (forecast)
2027	\$495,449,000 (forecast)
2028*	\$525,830,000 (forecast)

^{*} Denotes years the Yukon business survey is conducted. There is a lag time between when the survey is





Sustainable Tourism Development

This ensures the balance between economic, social and environmental values.

Goal

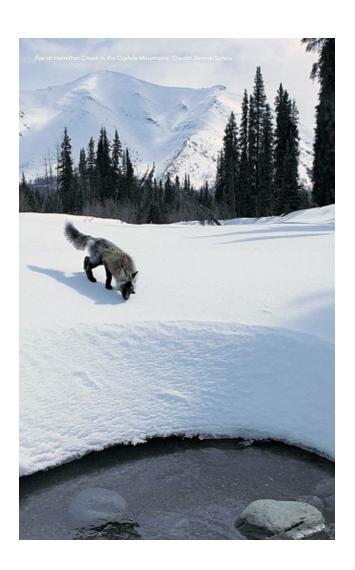
Establish a framework within two years that measures the sustainability of tourism development.

Measurement Tool

(NEW) Framework for Measuring Sustainable Tourism

Context

- This measurement framework does not exist yet.
- Over the next two years, through research, reviews of leading sustainable development organizations and programs (e.g. United Nations Sustainable Development Goals, Earthcheck, Green Key, etc.) and engagement, the Yukon will develop criteria to measure and monitor sustainable tourism development.
- Identifying metrics that measure the link between tourism growth and healthy communities is the goal of this new framework. This helps to better quantify the impact tourism has on the Yukon and identify opportunities to strengthen its benefits to Yukoners.





Resident Support for Tourism

This is an essential element of a strong and successful sector.

Goal

Ensure at least 80% of Yukoners have a positive attitude about tourism.

Measurement Tool

(NEW) Yukon Resident Survey

Context

- This survey tool does not exist yet and therefore the baseline percentage is not currently known.
- Over the next year, a survey tool will be developed and implemented to measure Yukoners' attitudes towards tourism.
- Initial results from the survey will form a baseline measurement of attitudes about tourism and be the foundation by which work can be done to grow a positive outlook towards the sector.
- Regular surveys would be implemented over the life of the strategy to measure progress towards the goal.
- Measuring Yukoners' attitudes towards the industry helps ensure that sustainable tourism growth aligns with Yukoners' core values. Strong positive attitudes towards tourism and support for the industry contributes to outstanding visitor experiences.



Appendix B: Action Plans

ACTION PLAN	Describe the objective
GOAL	Describe how this will support the goals of the strategy
TIMEFRAME	Define the timeframe (1—3 years)
CORE VALUE	Describe how this aligns with the core values of Yukoners
DEFINEABLE ACTIONS	Identify objectives and deliverables
LEAD PARTNER	Identify a lead partner
PARTNERSHIPS	Identify partners and define their roles and responsibilities
TIMELINE	Provide a timeline for milestones and deliverables
RESOURCES	Identify human and financial resources required; define funding contributions, roles and responsibilities
PERFORMANCE METRICS	Identify data and targets to measure success
DEFINITIONS	Define key terms
PERIOD OF REVIEW	Identify the period of review





What We Heard Summary Report

Access



Experiences



IMPROVE VISITOR ACCESS TO THE YUKON & SUPPORT INFRASTRUCTURE

- Continue to support Air North, the Yukon's Airline, as a strategic partner, while also pursuing expanded air access to the Yukon
- Explore opportunities to improve airport management and infrastructure
- Improve and maintain highway and road access
- Explore supports and services along our highways and roads
- Improve access and infrastructure to the Yukon's backcountry trails, lakes, and rivers
- Improve access to historic sites and heritage resources
- Explore opportunities to link communities through transit
- Explore opportunities to link communities through cellular coverage and improved internet access
- Explore opportunities to increase accommodations
- Work in partnership to support campgrounds
- Support barrier-free accessibility
- Explore opportunities to support community infrastructure

IMPROVE SIGNAGE

- Improve highway and community signage
- Work in partnership to support opportunities for interpretive signage
- Work in partnership to incorporate traditional language and Traditional Territory on signage

RESPECTFUL ACCESS TO & PROTECTION OF LAND, NATURAL RESOURCES & TRADITIONS

- Work across governments to provide consistent, clear and fair land policies, legislation and regulations for all land users
- Review land available for tourism development
- Work in partnership to protect and preserve land and natural resources
- Work in partnership to ensure harvesting is sustainable

SUPPORT THE DEVELOPMENT OF AUTHENTIC & MEANINGFUL YUKON FIRST NATIONS' TOURISM EXPERIENCES

- Explore financial incentives to support Yukon First Nations experience development
- Increase Yukon First Nations capacity through skills development and training
- Explore opportunities to engage and involve Yukon First Nations youth in experience development
- Work with Yukon First Nations to explore the role of cultural centres in support of tourism
- Support Yukon First Nations experience development, including experiences that promote reconciliation

SUPPORT THE DEVELOPMENT OF ARTS, CULTURE & HERITAGE EXPERIENCES

- Explore opportunities to strengthen the role of arts and culture in visitor experience
- Support the ongoing maintenance and interpretation of historic sites and heritage resources
- Explore opportunities to strengthen event and festival experiences
- Explore opportunities to support new and ongoing heritage experiences and interpretation
- Explore opportunities to strengthen and support museums
- Collaborate with Parks Canada to enhance coordination related to heritage experiences

DEVELOP EXPERIENCES THAT BUILD ON THE YUKON'S STRENGTHS

- Develop experiences sustainably to prevent overtourism
- Explore opportunities to strengthen sport experiences
- Explore opportunities to strengthen meeting, incentive, conference and exhibition experiences
- Explore opportunities to strengthen wildlife viewing, adventure and wilderness tourism experiences
- Explore opportunities to expand niche tourism markets such as culinary, astronomy, palaeontology, health tourism, voluntourism, and research
- Explore opportunities to develop high-end tourism packages

DEVELOP EXPERIENCES THAT EXTEND THE TOURISM SEASON

- Diversify tourism experience development
- Support the development of shoulder season and winter experiences
- Explore partnerships to support year-round employment
- Explore ways to support the Yukon's volunteers
- Support the development of regional packages
- Facilitate partnerships

Awareness



Opportunities



DEVELOP AWARENESS THROUGH AUTHENTIC MARKETING AND PROMOTIONS

- Share the Yukon's diverse and rich history through authentic and meaningful marketing and promotions
- Enhance marketing that aligns with the Yukon's values
- Enhance marketing to visitors who share the Yukon's values
- Increase basic awareness about the Yukon (where it is located, etc.)
- Enhance marketing the Yukon as a year-round destination
- Support marketing innovation

CELEBRATE YUKON FIRST NATIONS

- Work with Yukon First Nations to share and promote traditional heritage and culture
- Work with Yukon First Nations to share and promote traditional knowledge and storytelling
- Support Yukon First Nations unique cultural protocols and values, including respect for land and traditions, to help ensure authentic visitor experiences
- Work with Yukon First Nations to raise awareness of existing operators and cultural centres

CELEBRATE THE YUKON'S DIVERSE & VIBRANT COMMUNITIES

- Explore opportunities to market the Yukon to Yukoners
- Explore opportunities to share community activities through a centralized system
- Recognize that community improvements benefit tourism as well as locals
- Explore a community-based approach to tourism
- Celebrate the Yukon's authenticity

VISITOR AWARENESS

- Work in partnership to identify opportunities to improve visitor experiences
- Align promotional efforts with real visitor experiences to ensure reality and expectations are aligned
- Explore opportunities to enhance visitor information
- Explore opportunities to enhance where visitor information is shared (cultural centres, visitor information centres, interpretive centres, etc.)
- Work in partnership to promote safe visitor experiences
- Work in partnership to educate visitors about the Yukon's values

WORK TOGETHER TO SUPPORT TOURISM

- Explore a new governance model for tourism
- Break down silos to implement a one government approach to tourism
- Work with partners to clarify roles and responsibilities
- Facilitate and support new and innovative partnerships
- Explore the opportunity to align with the United Nations sustainable tourism goals
- Embrace and enhance industry leadership
- Embrace and enhance Yukon First Nations leadership and partnerships

IMPROVE INDUSTRY STANDARDS & REGULATIONS

- Explore opportunities to align legislation and regulations in support of tourism
- Support industry led standards (service, accommodations, etc.)
- Identify opportunities to enhance enforcement
- Review policies, licensing and regulations

MAKE IT EASIER FOR YUKONERS TO DO BUSINESS

- Review financial supports to ensure they align with priorities
- Explore innovative ways to financially support new and existing businesses
- Review training and development opportunities to ensure they align with needs
- Explore opportunities to increase human resource capacity through training and retention strategies
- Explore opportunities to financially support arts, culture and heritage experiences
- Explore opportunities to financially support innovative marketing
- Reduce unnecessary red tape to make it easier to do business in the Yukon
- Help Yukoners access government services in an easier and more streamlined manner

SUPPORT DECISION MAKING THROUGH EVIDENCE-BASED RESEARCH

- Identify best practices from other jurisdictions
- Identify the needs of visitors through Visitor Exit Surveys and research
- Collect tourism data and ensure it is easily accessible by tourism partners to help inform decision making
- Ensure customer-centric research is at the forefront of decision making
- Ensure tourism policies and decisions evolve

