

Tourism 2020

Opening Our Spectacular Home to the World

SEPTEMBER 2016



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Welcome Bienvenue

60th Parallel
Visitors'
Information
Centre



Centre
d'information des
visiteurs du 60^e
parallèle



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Message from the Minister of Industry, Tourism and Investment

Dear Tourism Partners:

We are pleased to introduce *Tourism 2020: Opening Our Spectacular Home to the World*, the tourism plan that will serve as a road map to guide tourism investments by the Government of the Northwest Territories (GNWT) over the next five years.

This is an exciting time for the tourism industry in the Northwest Territories (NWT). In 2014/15, this sector contributed over \$140 million to our economy – a goal we set in *Tourism 2015* and worked hard to achieve. With global, national and territorial forecasts indicating that the tourism economy is growing, the future for our local tourism industry looks promising. Our increased investment in our marketing agency, NWT Tourism, is paying off and their efforts to market the NWT in expanded markets is showing strong positive results, evidenced by the major increase of Japanese and Chinese visitors to the territory.

Partnerships between industry, communities and government are key to tourism's success, and developing this plan was a collaborative effort. We gained valuable insight through engagement with tourism stakeholders in each of our regions to ensure it is representative of the entire territory. *Tourism 2020* builds on the lessons learned and successes of *Tourism 2015*, this plan's predecessor. We incorporated successful elements from *Tourism 2015* such as the continued development of Aboriginal tourism and further enhancement of community tourism infrastructure.

The NWT is a truly unique destination and travellers are taking note. While viewing the aurora borealis and wilderness experiences remain key attractions, increasingly, world travellers are seeking out authentic cultural experiences, and themed tours focused on active adventures in nature. These are products we can deliver and we welcome everyone from the rugged outdoorsperson to the sophisticated world traveller.

Tourism 2020 is an investment in people and communities. And, by leveraging investments to attract more people to our territory, we will truly put the NWT on the world tourism map.

Working with our tourism industry partners over the next five years, we look forward to building on our successes and opening our spectacular home to the world.



The Honourable Wally Schumann
Minister
Industry, Tourism and Investment





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Executive Summary

Tourism 2020 builds on the lessons learned and the successes of *Tourism 2015*, the predecessor to the current plan presented in this document. Since *Tourism 2015* launched in 2011, the tourism industry in the Northwest Territories (NWT) has faced new challenges and new opportunities for growth, and visitor spending reached the goal set out in the plan: \$130 million.

Through *Tourism 2020*, the GNWT and its partners will invest in five key program areas: Visitor Attraction and Experience, Aboriginal Cultural Tourism, Community Tourism Development, Skills Development, and Tourism Research. Each program area has specific goals and objectives. The GNWT will also be actively seeking partnerships with other agencies, governments and businesses to develop the potential of our industry, and will work to leverage additional funds to support individuals, businesses, organizations and communities in all regions to continue to expand, improve and grow tourism.



The overall goal is to increase the value of the industry to \$207 million annually by 2021, which represents growth of 35% between 2016/17 and 2020/21.

The *Northwest Territories Economic Opportunities Strategy (EOS)* is the flagship strategy the GNWT developed in 2013 to grow and diversify the NWT economy. The EOS identified tourism as one of the key elements that can support and grow the NWT economy, and that tourism opportunities should be increased to support regional economic diversification.

Incorporating Aboriginal culture is vital to the success of *Tourism 2020* and recommendations from the NWT's Aboriginal Tourism Champions Advisory Council (ATCAC) have identified the direction for sustainable growth and development of Aboriginal tourism in the territories, and *Tourism 2020* takes these recommendations into account in the plan's development.

The NWT tourism industry has tremendous potential and there are many opportunities to grow it over the next five years: Baby boomers with funds to travel are entering retirement and looking for new, unique places to travel; youth travel is expanding globally and they are interested in active adventures; and there is a growing Chinese market interested in the NWT. This bodes well for communities across the NWT, as stakeholders are interested in working together to strengthen tourism at the community level.

While opportunities abound, challenges also exist. Competition for the NWT's premiere travel draw – the northern lights – is increasing, it is expensive to travel here, and tourism offerings and accommodation are limited in some communities. *Tourism 2020* will work to address these challenges, and the goals, objectives and actions laid out in this plan will work to develop tourism in all regions.

Although tourism is growing it can sometimes be impacted by areas beyond control, including: new policies, such as new passport and Visa requirements; unforeseen events or inclement weather, such as forest fires experienced in the summer of 2014; rising transportation costs; and global security concerns. This tourism plan takes these factors into account and it incorporates flexibility to adjust to challenges and continue support of the tourism sector.

Tourism 2020 will be supported by a flexible budget so that resources can be re-allocated to respond to new opportunities and challenges.

Partnership is a cornerstone of *Tourism 2020* and, through partnerships and leveraged investments, overall goals are results-focused, realistic and achievable.





Introduction

Government of the Northwest Territories Role in Tourism

The GNWT, through the Department of Industry, Tourism and Investment (ITI), develops and implements tourism strategies by working with tourism stakeholders. ITI provides support for tourism marketing through a destination marketing organization – Northwest Territories Tourism (NWT), and also provides training, product development, and guidance for communities to develop local tourism initiatives. ITI also conducts research and planning to support the development of tourism and parks facilities, and operates and maintains public tourism facilities, including some visitor information centres and a system of territorial parks.

Tourism investments support the building of vibrant and sustainable communities, with the development of local jobs, investments in community infrastructure and activities, entertainment, food and retail services, and preservation of heritage and cultural activities. The benefits of tourism investments can make a community more attractive to new residents, therefore, tourism investments can also support the GNWT's goal of increasing the population of the NWT.

Investment in tourism translates to investment in communities. Tourism fosters small business ventures and community development. As a renewable resource and export sector, tourism attracts new dollars to the territorial economy. With each region offering unique tourism products, the economic opportunities from tourism can be spread across the territory.

Guiding Principles

Integrated

Build partnerships for success and link with other programs.

Sustainable

Consider cultural, environmental and financial impacts.

Community-driven

Foster tourism success at the community level.

Risk Sharing

Risk will be shared by both government and business.

Flexible

Changing circumstances require flexibility.



The Process

The Collaborative Process: Development of *Tourism 2020*

Tourism 2020 was developed by:

1. Evaluating the past tourism plan (*Tourism 2015*) and building on the investments made in that plan;
2. Engaging with tourism industry stakeholders, such as NWTT, ATCAC, Parks Canada, Aboriginal communities, municipal governments, tourism operators and other service industry providers;
3. Incorporating strategic recommendations identified by ATCAC for Aboriginal tourism;
4. Considering trends and forecasts; and
5. Understanding the challenges and opportunities facing the tourism industry.

Vision

The NWT is a premier travel destination, with a vibrant and sustainable tourism economy in all regions: sharing cultures and iconic landscapes with visitors from around the world.

Mission

To showcase the unique tourism potential of the NWT by offering innovative programs, services and experiences to attract tourists, encourage visitor spending and raise the profile of the NWT as a travel destination.



A photograph of the Aurora Borealis (Northern Lights) over a lake at night. The sky is dark with many stars, and the aurora is a vibrant green and purple glow. The lake is in the foreground, and there are silhouettes of trees and mountains in the distance. The text "Opportunities and Challenges" is overlaid in white.

Opportunities and Challenges

Opportunities

The tourism sector is growing globally, nationally and in the NWT. With this trend, and building on investments made under *Tourism 2015*, there is an opportunity to grow the tourism industry in the NWT. These opportunities include:

Tourism Trends

- Baby boomer generation (born between the years 1946 to 1964) is a large demographic that is retiring and has time – and often adequate funds – to travel.
- Youth (aged 18 to 30) travel is expanding globally and this age group is interested in participating in an active adventure component on their trip.
- Growing Chinese market visiting Canada and the NWT.
- The GNWT's goal of attracting 2,000 more residents to the NWT by 2019 offers an opportunity to grow the Visiting Friends and Relatives (VFR) market.
- Direct flights from Calgary, Edmonton, Ottawa and Whitehorse to Yellowknife support growth in VFR and the Canadian urban market.
- Strong and growing aurora tourism product.
- Business travel is now supported by the newly-established Conference Bureau, which attracts increased business meetings and conferences to the NWT.
- Exploration and mine development are drivers of the Business travel market.
- The decreasing Canadian dollar may attract more domestic travel and encourage more vehicle traffic from the US.
- Vehicle traffic from Canada and the US may increase due to the declining cost of fuel.
- Growing trend for high-end experiential travel as more wealthy travellers are willing to pay for unique, authentic experiences.

Marketing and Products

- Established destination marketing organization (NWTT) to assist with increasing visitor numbers and visitor spending across the territory.

- Opportunity to build on established and recognizable “Spectacular NWT” brand.
- Some packages and market ready products developed.
- Established NWT Arts and Crafts brand and thriving arts culture support tourism offerings.
- Iconic attractions, such as the aurora borealis, the Nahanni River, great lakes, wilderness, wildlife and National Parks, can be leveraged with marketing.
- NWT reality television programs can be leveraged with marketing.
- Community events offer an opportunity to deliver tourism packages and encourage visitation from visiting family and relatives.
- Community and competitive events (e.g. tournaments) offer tourism opportunities for inter-territorial travel, but also attract domestic visitors.
- Territorial wayside attractions, parks and campgrounds have well developed infrastructure and could be used more to increase visitation to regions and to increase tourism activities.
- Newly developed and proposed Parks Canada destination packages will increase regional product offerings, visitor numbers, visitor spending and tourism employment.

Aboriginal Cultural Tourism

- ATCAC's *Recommendations for a Strategic Action Plan for Aboriginal Tourism* provides the direction for sustainable growth and development for Aboriginal tourism.
- Aboriginal interest to share history and traditional knowledge support Aboriginal tourism.
- Tourists are looking for authentic cultural experiences.

Community Tourism Development

Community tourism stakeholders are interested in working together to strengthen tourism at the community level.

Challenges

To move forward with tourism development and investments it is important to understand the challenges that can impact tourism in the NWT, so we can work to overcome them and turn them into opportunities. Working with stakeholders, and looking to research, the following challenges have been identified:

Tourism Trends

- Increasingly, strong competition from other national and international tourism destinations.
- After several years of decline, fishing visitation and spending numbers are increasing.
- Outdoor adventure visitation and spending trends continue to be consistent, but the sector is challenged by lack of awareness of the NWT as a premier outdoor adventure destination.
- Hunting visitation and spending experienced a decline in 2008 after caribou hunting restrictions were imposed. Since then, the numbers have remained stable.
- Aurora tourism products are one of the NWT's main attractions. However, there is increased competition from other Canadian jurisdictions and international destinations.
- Cross-territorial event information for visitors who want to include more than one territory in their trip is lacking, affecting the ease of trip planning.

Marketing and Products

- Market ready and export ready products, including packaged products, are limited.
- Beyond the capital city of Yellowknife and other larger regional centres, cross-promotion and awareness of other regional offerings is lacking.
- Tourism stakeholders are not always fully aware of the NWTT's marketing initiatives.
- As the NWT's closest northern Canadian competitor, Yukon has a significantly larger marketing budget and marketing staff, giving them a major advantage when marketing to similar groups.

- The NWT's marketing budget compared to other Canadian jurisdictions is significantly smaller.
- Tourism products, especially shorter day-guided tourism activities, are limited.
- Aboriginal Cultural Tourism products are limited, but high in demand.
- Participation in one-day guided or unguided fishing experiences can be cumbersome and tourists less likely to participate due to the lack of a one-day fishing licence and the high cost of current licences available.

Business Development

- Licensed tourism operators and local guides are limited to non-existent in some communities.
- Associated costs and licencing requirements to operate a tourism business can be challenging to navigate for some operators.
- Business and tourism funding processes are often administratively challenging, making it difficult for business owners and operators to get the support they require.
- Labour (skilled or entry level) is lacking and needed to support the tourism sector.
- Jobs in the tourism sector can be difficult to fill due to increased competition from higher paying jobs in the public and private sector (e.g. mining companies and government).
- Some tourism operators, and retail and service providers need additional training to strengthen hospitality and business skills.
- Availability of secondary and post-secondary tourism training in the territory is lacking.

Visitor Experience

- Visitor information centre service offerings are inconsistent across the territory.
- Welcoming and directional (to attractions) signage needs improvement.

Community Tourism Development

- Many communities do not have the resources to adequately plan and prepare for tourists.
- Accommodation is expensive, limited or non-existent in some communities.
- Food services are limited to non-existent in some communities.
- Tourism operators/owners in the NWT need more information about ITI tourism programs.

Transportation

- Cost of airfare to the NWT, and within the NWT, is high.
- Flight times from eastern Canada, the United States (US) and overseas markets are long. Direct flights to the NWT from other parts of Canada are limited and stopovers from US and overseas markets are necessary.
- There is no customs processing centre at the Yellowknife airport to process international travellers.
- Driving distances, both to get to the NWT and within the NWT, are long, making short trips difficult or impossible. This also means more pre-departure logistics planning is required and additional costs are incurred.
- There are poor road conditions on some roadways.
- Lack of, or very expensive fees for, vehicle rentals in some communities, makes it challenging for air travellers upon arrival.

Research

- Regional tourism statistics are limited, making it difficult to compile comprehensive tourism data, with no standardized method of collection in place.
- Visitor centre data collection is inconsistently collected across the territory, which makes thorough analysis challenging.
- Anti-spam legislation introduced in July 2014 has created new limitations on access to visitors for marketing research and marketing purposes.



Shaping the Focus: Five Focus Areas



Tourism 2020 will concentrate on five focus areas, which serve as the foundation to further support the development of the tourism economy. The five focus areas include:

- Visitor Attraction and Experience
- Aboriginal Cultural Tourism
- Community Tourism Development
- Skills Development
- Tourism Research

Product Development

The five focus areas contribute toward the development of products that appeal to visitors. In the tourism sector, products comprise a variety of ingredients that add up to the way a visitor experiences a destination. The ingredients can include any or all of the following: activities, dining, accommodation, and transportation.

Product can include communities as attractions, or businesses focusing on single activities such as aurora viewing. One of the key goals of *Tourism 2020* will be the development of more product for visitors.

Focus I: Visitor Attraction and Experience

Goals:

- Increase:
 - Visitor volume
 - Visitor spending
 - Number and diversity of tourism products
 - Number of market and export ready tourism operators
- Provide an excellent visitor experience

Key Objectives:

1. Increase Visitor Volume and Visitor Spending

Actions:

- Work with the Tourism Marketing Advisory Committee (TMAC) and NWTTC to effectively market the NWT.
- Partner with NWTTC to deliver regional and NWT Territorial Parks' marketing initiatives.
- Increase the number of meetings and conferences through the Conference Bureau.
- Address unique challenges and opportunities by investing in marketing and research.
- Plan projects and events to celebrate Canada's 150th birthday, and use these to leverage national marketing initiatives.

- Support ad-hoc marketing opportunities, such as events and international trade missions.

2. Increase Supply and Diversity of Tourism Products

Actions:

- Invest in business and product development through the **Tourism Product Diversification and Marketing Program**.
- Support the creation of cooperatives and/or community tourism operator licensee holders.
- Support the development of shorter day tours.
- Support tourism businesses through the **Tourism Business Mentorship Program**.
- Work with the Department of Environment and Natural Resources to establish a one-day recreational fishing licence.
- Identify opportunities for tourism operators and Aboriginal communities to partner with museums, NWT Territorial Parks and Parks Canada to deliver guided tours and programs.
- Encourage the development of tours that showcase and use NWT Territorial parks and infrastructure.



- Implement strategies to support sectors that are declining or facing unique challenges.
- Work with NWT Territorial Parks and Parks Canada to increase tourism opportunities, such as fixed roof accommodation, events, programs, activities and packages.
- Identify and support the removal of barriers to private sector tourism investment.
- Promote NWT Arts through promotions, interpretive programs, events and packages.

3. Sustain Demand through Visitor Experience Excellence

Actions:

- Review existing models of service delivery at Visitor Information Centres and support service improvements.
- Support tourism services staff (Visitor Information Centre staff, hotel front desk clerks, etc.) to improve visitor experiences by improving delivery of information regarding tourism products and services available at the community, regional and territorial level.
- Improve the quality of tourism products through industry education and workshops.
- Work with Department of Transportation to strengthen ferry and road information, and signage, to support safe, informed and enjoyable travel for visitors.
- Develop a **Welcoming Program** by using existing programs and developing additional resources to make visitors feel welcome. This could include translating welcome signs into different languages, and providing visitor information for menus and brochures, etc.
- Continue delivering customized and comprehensive boat safety training for NWT tourism operators.
- Revise and update the **NorthernMost Host Program** for customer service excellence.
- Provide support for front-line staff to become familiar with local tourism products.

Focus II: Aboriginal Cultural Tourism

Goals:

- Strengthened Aboriginal Cultural Tourism capacity.
- Respectful sharing of Aboriginal culture.
- Preservation of culture and heritage.

NWT Aboriginal Cultural Tourism Experience

An experience offered to a visitor in a manner that is appropriate, respectful and true to the culture of the Aboriginal people of the Northwest Territories. This experience and the people who deliver it has been endorsed by the Aboriginal organizations whose culture is being represented. Authenticity is ensured through the active involvement of Aboriginal people in the development and delivery of the experience.

Aboriginal Tourism Champions Advisory Council, 2012

Key Objectives:

1. Support and Encourage the Development of Aboriginal Cultural Tourism

Actions:

- Adopt guidelines developed through ATCAC for the endorsement of authentic Aboriginal Cultural Tourism experiences.
- Prioritize Aboriginal Cultural Tourism within existing tourism programs, and support with additional funding.
- Develop a **Take a Tourist on the Land Program** for tourism operators who wish to offer tours based on traditional activities, such as those who are interested in offering trapline tours to visitors. This program could include financial support for infrastructure and customer service training.

- Explore opportunities for a “Home Stay” initiative to provide a cultural exchange for visitors and host families, where visitors pay for room and board.

2. Increase Capacity to offer Aboriginal Cultural Tourism

Actions:

- Offer **FirstHost hospitality training** throughout the year to promote customer service excellence.
- Develop an **Elder-in-Residence Program** to host elders who will mentor staff, especially youth, and share their experiences with guests. This program will include FirstHost hospitality training and financial support.
- Fund the development of **Aboriginal community tourism guidebooks** by identifying a vocabulary of greetings, common words, landmarks, plants and animals, etc., in the Aboriginal languages of the community.
- Develop an **Aboriginal Youth Tourism Career Path Program** in partnership with the Department of Education, Culture and Employment to provide a long-term integrated approach to support employment in the tourism industry.
- Develop an **Aboriginal Cultural Tourism Champions Program** to support leadership for Aboriginal Cultural Tourism.

This section has been developed from the Recommendations for a Strategic Action Plan by ATCAC.

It is important to note that in addition to the goals, objectives and actions identified for Aboriginal tourism, all other components of Tourism 2020 will support Aboriginal tourism.



3. Strengthen Aboriginal Cultural Tourism through Partnerships

Actions:

- Partner with Aboriginal communities to support the development of Aboriginal Cultural Tourism.
- Support the incorporation of Aboriginal Cultural Tourism into local or regional packages.
- Seek partnerships with the Department of Education, Culture and Employment, and Parks Canada to provide resources to develop interpretive programs and displays showcasing Aboriginal culture and heritage in museums, visitor centres and parks.
- Provide hospitality and tourism training to participants of the Department of Municipal and Community Affairs Youth Ambassador Program.
- Incorporate tourism training into on-the-land programs, such as an introduction to tourism, guiding, interpretation and FirstHost hospitality training.

The inclusion of Aboriginal culture is needed to distinguish Aboriginal tourism:

- Respect for traditions, knowledge, activities and sites;
- Cuisine that includes traditional foods and methods of preparation and service;
- References guides for Aboriginal languages and history;
- Endorsement of activities offered by the keepers of the culture;
- Inclusion of elders and youth; and
- Involvement of Aboriginal people in the delivery of activities.

Focus III: Community Tourism Development

Goals:

Increase tourism awareness and development at the community level.

Key Objectives:

1. Build the Foundation for Community Tourism

Actions:

- Develop a **Community Tourism Program** to support communities that have identified tourism as a priority. This includes using existing GNWT funding programs and leveraging funding from other sources.
- Develop a territorial-wide events and festivals strategy to work with partners, such as NWTT, to increase visitation to communities.
- Improve community tourism infrastructure through the **Community Tourism Infrastructure Contribution Program**.
- Leverage partnerships with local governments and organizations to fund community tourism coordinators. These coordinators are intended to be hands on-the-ground support to fill hotel rooms, restaurants and our operations through package and product development and sales – much like receptive tour operators.

2. Engage Stakeholders and Build Capacity for Tourism

Actions:

- Develop a territory-wide engagement and capacity building plan to support tourism awareness, build partnerships, and to provide the tools and resources needed to grow community tourism.
- Build general awareness regarding the value of tourism, especially with youth.
- Coordinate regional opportunities to bring tourism stakeholders together to build regional partnerships and tourism knowledge, and to provide training opportunities.





Focus IV: Skills Development

Goal:

A sustainable, professional, skilled, and trained workforce.

Key Objectives:

1. Develop and Support the Tourism Workforce

Actions:

- Work with the Department of Education, Culture and Employment to develop and implement a tourism labour market strategy. This would include an assessment of the NWT's current and future labour market needs and challenges, and identification of goals, actions, timelines and resources (responsibilities and budget) to develop and support the tourism workforce. Actions will consider:
 - Improving the awareness of tourism as a career opportunity;
 - Incorporating tourism training opportunities for high school students; and
 - Developing and delivering relevant training opportunities for tourism-related careers.
- Deliver the **Tourism Youth Mentorship Program** to encourage youth participation in the tourism sector.
- Deliver the **Tourism Business Mentorship Program** to strengthen the tourism sector workforce.
- Coordinate and deliver hospitality training, safety training and social media training.
- Work with high schools to offer tourism curriculae for credit, including practicums in local businesses providing services to visitors.

Focus V: Tourism Research and Planning

Goal:

Conduct research to support programs and monitor trends and impacts.

Key Objectives:

1. Focused Research

Actions:

- Develop an annual research plan to support the:
 - Initiatives of *Tourism 2020*, such as Aboriginal Cultural Tourism;
 - Efforts of NWTT;
 - Changing needs in the industry, such as declining visitation/spending rates for sectors;
 - Product development efforts; and
 - Other needs to support the tourism industry.

2. Gather, Assess, Report and Monitor

Actions:

- Conduct a comprehensive visitor exit survey every four years to support the estimations of visitor numbers and spending each year and to understand trends, satisfaction levels, demographics and trip characteristics.
- Conduct an annual survey to understand and monitor trends, satisfaction, demographics and trip characteristics of visitors who travel to the NWT by road.
- Monitor and report on tourism trends and indicators on an ongoing basis.
- Measure community tourism awareness and attitudes towards tourism in communities that have identified tourism as a priority.
- Develop economic impact models to monitor and assess tourism programs and policies, and impacts to the economy.
- Provide more regional visitor statistics on an annual basis.

3. Support Research through Partnerships and Engagement

Actions:

- Develop a tourism stakeholder engagement and capacity building plan to improve the identification of research needs, the collection of data, and the dissemination of research.
- Establish partnerships to support tourism-related research with universities and other research institutions.
- Improve the collection of visitor statistics at visitor centres.
- Strengthen sector, community and regional tourism data collection through partnerships.
- Engage with accommodation providers to report room occupancy and rates to understand trends and indicators.



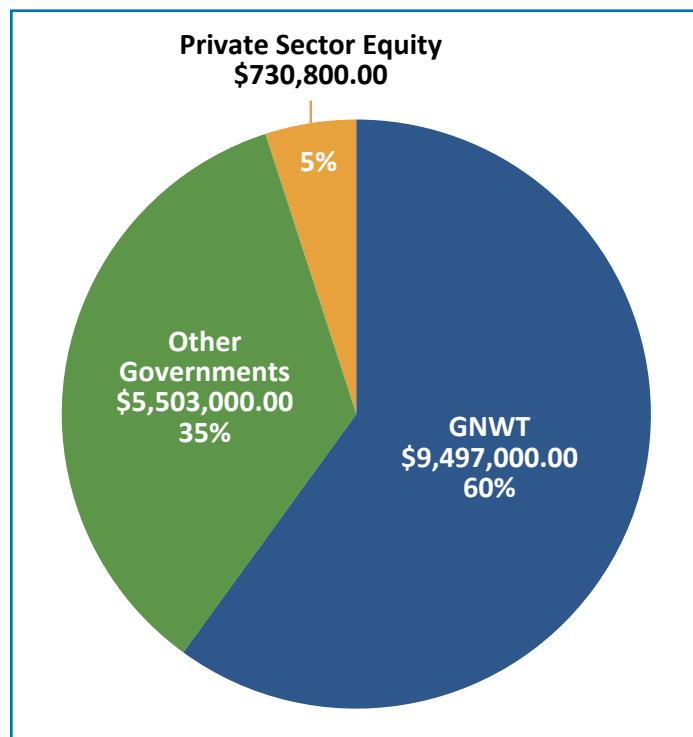
A man in a red and white plaid shirt and grey pants is sitting on a rocky mountain peak, looking out over a vast valley. The valley is filled with rolling hills and mountains, some with patches of green vegetation. The sky is blue with scattered white clouds. The overall scene is a scenic mountain landscape.

Targets, Implementation and Measuring

Tourism 2020 Investment Targets

Flexibility is needed to be successful in an ever changing environment of risk and uncertainty. Opportunities to partner and leverage funding from other sources will be sought to add further value to GNWT investments. The *Tourism 2020* budget provides \$9.497 million over five years and will target an additional \$6.233 million in investment leveraged from other sources.

Proposed Investment over the Course of *Tourism 2020*



The *Tourism 2020* budget may be reallocated between programs annually to respond to new opportunities or challenges.

Tourism 2020 Funding	Amount	Funds Approved Until
Marketing	\$400,000	Ongoing
Aboriginal Tourism	\$150,000	March 31, 2018
Community Tourism Infrastructure	\$100,000	March 31, 2018
Research and Planning	\$125,000	Ongoing
Community and Industry Engagement	\$25,000	March 31, 2018
Skills Development	\$275,000	March 31, 2018
Subtotal Tourism 2020 Funding	\$1,075,000	
Supporting Funding		
Product Development (EOS*)	\$186,000	March 31, 2018
Product Development	\$900,000	Ongoing
Community Infrastructure (EOS*)	\$100,000	March 31, 2018
Convention Bureau	\$100,000	March 31, 2018
Safety Training	\$100,000	Ongoing
Subtotal Supporting Funding	\$1,386,000	
Total	\$2,461,000	

	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021
Tourism 2020	\$1,075,000	\$1,075,000	\$525,000	\$525,000	\$525,000
Supporting Funding	\$1,386,000	\$1,386,000	\$1,000,000	\$1,000,000	\$1,000,000
Total	\$2,461,000	\$2,461,000	\$1,525,000	\$1,525,000	\$1,525,000

Total	\$9,497,000
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*EOS = Economic Opportunities Strategy funding



Putting the Plan in Action: Implementing *Tourism 2020*

Partnerships will guide the success of *Tourism 2020*. Industry, organizations and all levels of government are needed to achieve the goals and objectives of this Plan. Partnerships are needed to support the planning, delivery and/or funding associated with actions identified in the Plan.

These partnerships will be supported through the development of an engagement and capacity building strategy.

NWTT is a key partner in supporting the marketing-related goals of *Tourism 2020*. NWT Tourism is a non-profit organization representing close to 200 members whose businesses are part of the tourism sector. Through funding contribution agreements with the GNWT, NWTT undertakes all the destination marketing activities for the NWT and works to enhance these efforts through other partnerships and funding agreements.

ITI will develop an implementation plan to identify actions, responsibilities, partnerships, timelines, detailed budgets, funding sources (existing and proposed) and indicators to measure the progress of the goals, objectives and actions of *Tourism 2020*. Although *Tourism 2020* aims to address the needs of all regions, each region has unique opportunities, challenges and goals. To support the needs of each region, and the mission and vision of *Tourism 2020*, each region will develop an implementation plan.

Tourism 2020 and regional implementation plans will be reviewed annually and revised to address changing circumstances. To improve information sharing on ITI programs and projects, *Tourism 2020* progress will be reported annually.

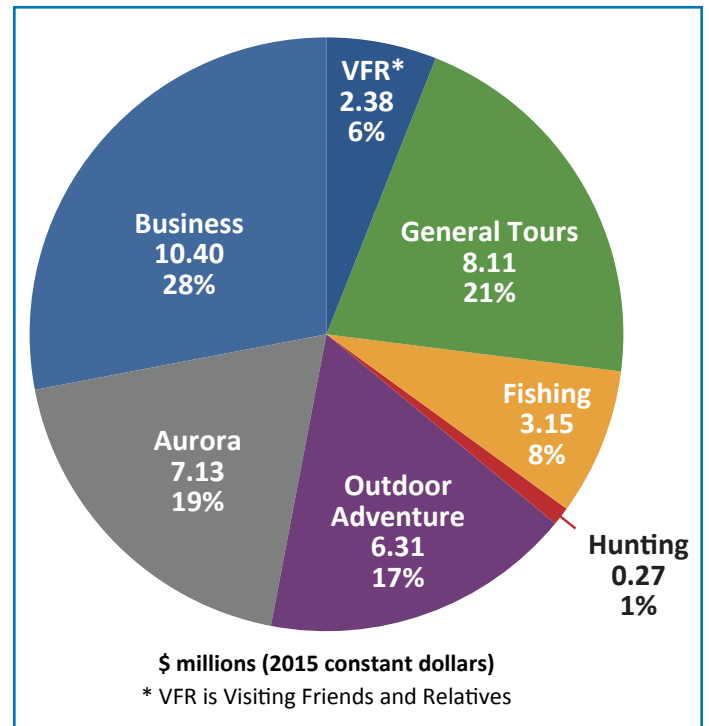
Measuring Performance

Visitors to the NWT can be segmented in a number of ways based on travel motivation, origin, age and other factors. Visitor spending and visitation by visitor's motivation or main purpose of travel (aurora, fishing, general touring, hunting, outdoor adventure, visiting friends and relatives, and business travel) to the NWT will be used to monitor performance of *Tourism 2020*. Performance outcomes for specific programs will also be used to measure the impact of investments.

The following performance measures and targets have been set based on investments that will be made under *Tourism 2020*. These performance measures will be reported on an annual basis. There will be other factors that will impact spending and visitation numbers, and through *Tourism 2020* updates on markets, trends, opportunities and challenges impacting the tourism sector will also be reported. One such factor will be accessing funding.

Based on an average annual investment of \$2.5 million by the GNWT and partners, the actions outlined in *Tourism 2020* are projected to drive cumulative new revenue of close to \$38 million over the five-year life of the plan. The figure illustrates the cumulative increase in spending over 2016/17 through 2020/21 by visitor segment. By 2020/21, the total value of spending by all visitor segments is estimated at \$207 million.

Cumulative Increase in Spending by Visitor Segment 2016/17 through 2020/21



Program Results

Program results for the five focus areas have been identified. As implementation plans, programs and research are undertaken, targeted results will be modified and/or identified.

Visitor Attraction and Experience Program Targets

- Total visitor spending will increase to \$207 million by 2021.
- Total visitor numbers will be over 109,500 people annually by 2021, with growth in all markets except hunting.
- NWT Territorial Parks' visitor numbers increased.
- Market plans, including regional marketing plans, developed annually.
- The number and diversity of tourism products increased.
- A minimum of two tourism packages developed and marketed for each region.
- The number of market and export ready tourism operators increased.
- The number of conferences and meetings increased.
- Projects to celebrate Canada's 150th birthday implemented.
- One-day fishing licence established.
- The number of guided tours and programs through partnerships between tourism operators and Aboriginal communities with museums, NWT Territorial Parks and Parks Canada increased.
- Increased tourism activities in NWT Territorial Parks.
- Barriers for private sector tourism investment reduced.
- NWT Arts promoted through interpretive programs and events.
- Visitor Information Centre service delivery improved.
- Familiarization tours for the NWT tourism industry increased.
- Product quality improvements measured through social sharing sites such as TripAdvisor.
- Tourism-related signage improved.
- Visitor experience improved.
- Northern Most Host customer service workshops delivered in all regions of the NWT.

Aboriginal Cultural Tourism Program Targets

- Ten new Aboriginal Cultural Tourism products developed.
- Ten visitor packages containing an Aboriginal Cultural Tourism component developed.
- Twenty-five FirstHost hospitality training sessions delivered, with at least 150 individuals having received training.
- Five seasonal annual employment opportunities created through the Elder-in-Residence Program.
- Home Stay options paper completed.
- One indeterminate Department of ITI Product Development and Aboriginal Tourism Development Officer hired.
- Nine new Aboriginal Community tour guide books developed.
- Twenty new Aboriginal Cultural Tourism interpretive programs or displays created.
- Ten youth supported with tourism training and job placement through the Aboriginal Youth Tourism Career Path.
- Annual support for Aboriginal Cultural Tourism leaders put in place.
- On-the-land tourism training to youth delivered in all regions.
- Youth tourism training through the Department of Municipal and Community Affairs Youth Ambassador Program supported.

Community Tourism Development Program Targets

- Five Community Tourism Coordinator positions funded annually.
- Ten communities with community tourism plans developed.
- Ten communities supported with training, programs, infrastructure and product development to strengthen their tourism economy.
- Twenty-five community tourism infrastructure projects funded.
- Events and festivals strategy developed.
- New events developed.
- Existing events have increased visitor attendance.
- New tourism packages developed around events.
- Tourism capacity building workshops delivered annually in each region.
- Tourism engagement and capacity building plan developed and implemented to support tourism awareness, build partnerships, and provide the tools and resources needed to grow community tourism.

Research Program Targets

- Visitor numbers and spending calculated annually.
- Tourism trends and indicators reported at least three times a year.
- Regional tourism data collection improved, including visitor centre and accommodation statistics.
- Visitor exit survey completed in 2018/2019.
- Road survey completed annually.
- Tourism awareness surveys conducted in 2016 and 2020.
- Partnerships with universities formed to undertake at least two projects.
- Focused research and surveys conducted in response to program needs and tourism sector challenges and opportunities.
- Tourism stakeholder engagement and communication strategy to inform research developed and implemented.
- Economic impact models developed to monitor and assess tourism programs, policies and impacts to the economy.

Skill Development Program Targets

- Tourism labour market strategy developed and implemented.
- Tourism training options in the NWT increased.
- Awareness of tourism as a career increased.
- Ten youth supported for tourism job placements through the Tourism Youth Mentorship Program.
- Ten tourism businesses mentored through the Tourism Business Mentorship Program.
- Hospitality, safety and social media training delivered annually.

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For additional information, please contact:

Tourism and Parks

Department of Industry, Tourism and Investment
Government of the Northwest Territories
Box 1320
Yellowknife, NT X1A 2L9
Tel: 867.767.9206
www.iti.gov.nt.ca