



**Yukon Tourism  
Development Strategy  
Governance Task Force**  
Final Report



August 29<sup>th</sup>, 2019

The Honourable Jeanie Dendys  
Minister of Tourism and Culture

**Dear Minister Dendys:**

It is my pleasure to present the Final Report on Governance Models for Tourism on behalf of the Yukon Tourism Development Strategy Governance Task Force.

On March 27<sup>th</sup> 2019, you appointed us to research and evaluate a range of tourism governance models, including the current governance model, and provide a recommendation to the Government of Yukon on the appropriate model for the territory. A governance review is one of the seven priority actions identified and endorsed in the *Yukon Tourism Development Strategy 2018-2028: Sustainable Tourism. Our Path. Our Future.*

This final report builds on the Task Force's July 31, 2019 interim report. It is a culmination of our research and expertise as well as our discussion with—and input from—the YTDS Steering Committee. This report offers our best advice on the most effective destination governance model for Yukon; we offer it for your consideration.

Thank you for the opportunity to serve Yukoners through this Task Force to help achieve the YTDS vision of tourism as “a vibrant, sustainable component of the Yukon's economy and society for the benefit of future benefits.”

Sincerely,

Vicki Hancock

Independent Chair  
Yukon Tourism Development Strategy  
Governance Task Force

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# Introduction

## Objective and Scope

Arising out of the Yukon Tourism Development Strategy 2018-2028: *Sustainable Tourism. Our Path. Our Future.*, the Government of Yukon established a Task Force to explore tourism governance models for Yukon. The Task Force is comprised of the following members:

- Vicki Hancock (independent chair)
- Rich Thompson
- Marilyn Jensen
- Ben Ryan
- Michelle Kolla
- Justin Ferbey
- Valerie Royle

See Appendix A for the Biographies of the Task Force Members.

*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.*

*(Sustainable Tourism. Our Path. Our Future p. 16)*

The mandate of the Yukon Tourism Development Strategy (YTDS) Task Force, as described in its Terms of Reference (Appendix B) was to:

- assess tourism destination governance models against a set of criteria;
- rank the models based on their ability to achieve the vision, goals and values of the Yukon Tourism Development Strategy, and
- recommend a ranked list of models for consideration by government.

It is important to note that the tourism governance structure in Yukon is not considered “broken.” Rather, the review of governance structures is intended to maximize the impacts of the industry and government toward the achievement of the goals in the YTDS. This was a key consideration in the deliberations of the Task Force.

## Research Phase

In order to prepare to make appropriate recommendations, the Task Force considered the following research and documentation relating to the current Department of Tourism and Culture, Tourism Branch, as well as existing secondary research pertinent to governance and destination management.

- A Bannikin Travel & Tourism report commissioned in 2018 by the Department of Tourism and Culture to help inform the creation of the Yukon Tourism Development Strategy. This report was a jurisdictional scan reviewing other destinations with similarities to the Yukon, their governance structures, major stakeholders, strategic goals, and innovative initiatives.
- The Tourism and Culture budgets for 2018-2019 and 2019-2020 showing all costs of running the Department and all sources of revenue.
- A McKinsey & Company report commissioned by Destination Canada, *Unlocking the Potential of Canada’s Visitor Economy*, December 2018, which explores some of the reasons why Canada’s visitor economy is largely untapped, and how to capitalize on opportunities.
- A Conference Board of Canada 2016 report, *Alternative Funding Model Mechanisms: Options for Destination Canada*, exploring possible funding models to increase Destination Canada’s commercial relevance and allow Destination Canada to execute marketing and promotional activities in a sustainable manner.
- A supporting, follow-up 2017 report from the Conference Board of Canada, *Potential Benefits of a Performance-Based Funding Mechanism for Destination Canada*, further exploring funding models based on taxes, while assessing the risks therein.
- A World Travel & Tourism Council Report, *Governing National Tourism Policy*, exploring best practices in holistic tourism destination management, emphasizing partnering with the private sector for optimal strategic planning and policy-making.

- A report from the Association of Accredited Public Policy Advocates to the European Union, *Governance in the Tourism Sector*, listing considerations when designing destination governance structures, with an emphasis on the importance of both private and public sector perspectives.
- A presentation to the Tourism Industry Association of the Yukon by Rod Harris, *DMO Management Models*, exploring brand management and governance models primarily in North America.
- The Organisation for Economic Co-operation and Development (OECD) *Tourism Trends and Policies 2018* report exploring sustainable tourism development and growth, recognizing the complexities of external influences on strategic planning for long-term growth.

After reviewing this information, the Task Force requested additional information about the non-governmental organizations (NGOs) currently funded by the Tourism Branch of the Department of Tourism and Culture and information about the linkages between the Department of Tourism and Culture and other Yukon Government departments, outlining the overlap of responsibility for serving and regulating the tourism industry (e.g. HPW, Community Services, EMR, Environment, H&SS).

The Task Force engaged Twenty31 Consulting to conduct primary research and provide expert advice on selected options for organizational structures for tourism governance in Canada, including:

- Yukon's current governance model (the line department model), which comprises direct service delivery (the current department of Tourism and Culture's Tourism Branch – marketing, product development and research, visitor services) as well as external service delivery through the funding of NGOs;
- Yukon's current governance model with the addition of a legislated strategic advisory committee reporting to the Minister of Tourism and Culture;
- Crown corporation;
- Special operating agency;

- Private sector contract model (Northwest Territories), and
- Other models/hybrids as identified or requested by the Task Force.

Twenty31 conducted a review of the five governance models as well as a review of six Destination Management Organizations in Canada (Tourism Saskatchewan, Travel Manitoba, Destination Ontario, Tourism Nova Scotia, Northwest Territories Tourism and Destination Canada).

Tourism executives from peer Destination Management Organizations were interviewed as were select members of the Tourism Industry Association of the Yukon and staff from the Department of Tourism and Culture.

The Task Force also engaged a local consultant to review the governance structures of:

- Yukon College;
- Yukon Liquor Corporation;
- Yukon Hospital Corporation, and
- Yukon Workers' Compensation Health and Safety Board.

## Analysis and Assessment

Each governance model was assessed against eight key criteria specifically outlined in the Task Force Terms of Reference.

1. The vision, goals and values of the Yukon Tourism Development Strategy.
2. Accountability to the diversity of interests within the Yukon tourism sector and the Yukon public.
3. Revenue generation capabilities.
4. Performance pay funding models.
5. Flexibility and agility to respond to market conditions.
6. Competitiveness.
7. Stakeholder involvement in decision making.
8. Fit for Yukon.

The Terms of Reference also set out guiding principles that stipulated that the Task Force's recommendations must be practical and feasible, and must not increase operations and maintenance costs or lead to layoffs of permanent staff.

After analyzing the models against the prescribed decision criteria and guiding principles (see Appendix C: A Detailed Review of Alternative Governance Models for Yukon Tourism), it was determined that, while each model has strengths and weaknesses, some of the perceived challenges faced by the tourism industry could potentially be addressed with any model.

Upon final review of the models, the Task Force made the decision to reject the private sector model, special operating agency and the current governance structure with a legislated advisory committee from further consideration.

Two major factors eliminated a special agency model from consideration: having no such model at the provincial or territorial level, and the time and transition costs associated with its establishment and implementation (policy framework development and funding mechanisms to support programming, etc.). The private sector model was rejected because of the potential impacts it would have on Yukon's tourism industry in terms of capacity, lack of alignment with the many Government of Yukon departments whose programs and services have a considerable impact on the tourism sector and negative impact on existing department staff. Finally, a line department governance structure with a legislated strategic advisory committee was rejected because of the time and transition costs associated with developing legislation for such a nominal change and the difficulties in making amendments or changes to it in future years.

Two models met the threshold for consideration in the Yukon context: the line department model and the crown corporation model.

# Findings

## Line Department or Crown Corporation – A deeper dive

To determine the best fit for Yukon, the Task Force further assessed two models—a line department of government and a crown corporation—against a set of priorities. These priorities were established through the review of the five governance models, the review of six peer destinations, the Tourism Industry Association of Yukon’s submission to the Yukon Tourism Development Strategy engagement process (see Appendix D), and stakeholder interviews, and are the following:



*Priority 1: Ability of Government to achieve its priorities; accountable to diverse interests of Yukon tourism sector and communities*

The Task Force found that the Government of Yukon has formally recognized the different interests of the tourism sector and communities through the 2018 engagement process and its endorsement of the Yukon Tourism Development Strategy. The diverse YTDS Steering Committee and the balanced goals of the strategy (business revenue, sustainability and Yukoner satisfaction) were led by the Department of Tourism and Culture with its partners and are concrete evidence of Government's willingness and desire to share space with the tourism industry and other community stakeholders.

Delivery of services to small businesses (the majority of tourism businesses in Yukon) and emerging tourism operators and organizations was felt to be better served by the equity, stability and continuity provided by government through its program and service delivery. The current tourism governance model also allows for an equitable position of influence for smaller industry players, NGOs and other orders of government.

It was noted that Government of Yukon has many priorities of which tourism is but one. The Task Force agreed that the tourism industry would likely receive more attention and focus from a crown corporation whose sole purpose would be to support the industry through implementation of the strategy. While the government may feel a loss of control, a crown corporation may be seen as a more direct point of contact for industry for tourism-related matters.

*Priority 2: Ability to optimize competitiveness—a more strategic approach to tourism (nimble, agile and responsive to market conditions)*

Given its singular focus, a crown corporation operating “at arm’s length” was considered to be better positioned to more quickly address the needs of industry and thereby maximize competitiveness than the sometimes slower moving and risk averse bureaucracy of government. However, the perception of a crown corporation’s separation from government processes is not as robust in situations where government is the major funder, appoints the Board of the corporation and when the corporation employs public servants. Nonetheless, a crown corporation may have more leverage to manage NGO contracts and relationships as the corporation’s board would be representative of those interests. This could serve to optimize competitiveness by reducing fragmentation of funding and services through alignment of the work and resources of NGOs with that of the crown corporation.

The Task Force also considered the transition time and cost of moving to a crown corporation model (18-30 months) and the adverse impact such work would have on the industry’s competitiveness during the transition.

In the Yukon context, there are numerous departments within the Government of Yukon that are responsible for delivering tourism-related services from airports and roads, to outhouses and parks. These services have been identified in the following YTDS action plans:

- one government approach to tourism;
- roads and communities;
- signage;
- airport facilities;
- wilderness and heritage assets, and
- improve regulatory framework.

In order to be a competitive destination, a seat at the Yukon Government table as a line department of government provides opportunities to highlight tourism as a priority and better allows for influencing government-wide policy, raising ongoing tourism issues, and advising on impacts of government decisions on tourism.

*Priority 3: Ability to attract, earn, and spend a sustainable budget*

Government of Yukon is limited in its ability to generate revenue. For example, selling merchandise in Visitor Information Centres would be perceived as competing with private retailers. Further, revenue collected by government departments (e.g. campground fees) goes into general revenue – it does not go directly to increase the budget of a department or a program.

A crown corporation would likely have more ability to generate revenue. Industry has expressed a willingness to consider revenue generation such as a hotel levy or marketing levy, but are not interested if the revenue were to go into government's general revenue. A crown corporation model that is significantly dependent on an annual budget allocation from government must include other revenue sources in its budgeting process; government's funding could be offset by any such revenue generated.

*Priority 4: Ability to manage costs in program administration (HR, Procurement)*

Ability to attract and retain top talent is universally recognized as a critical success factor for destination management organizations. The current model has not negatively impacted recruitment and retention as the total public sector remuneration package (salaries and benefits) in Yukon is often higher than those offered by the private sector.

While there is a perception that perhaps there could be salary savings under a crown corporation model, the Task Force was constrained by the guiding principle that no current permanent staff would be laid off in a new governance model.

Currently, the Tourism Branch in the Department of Tourism and Culture uses shared, centralized corporate services (both within the Department and more broadly in the central agencies of government) in the areas of human resource, finance, information technology, information management, policy and communications. These additional costs would have to be absorbed by a crown corporation within the existing government budget allocation for tourism.

A perceived benefit of a crown corporation is that it may have a higher risk tolerance for spending thresholds, faster decision making and more flexibility in procurement; although, as noted, this is not as prevalent when government is the major funder through an annual budget appropriation.

*Priority 5: Ability to offer a full suite of tourism management services*

With its singular focus, it was felt that a crown corporation would be better positioned to add, change or delete tourism management services in rapid response to changing market conditions locally, nationally and internationally. It is recognized that the current tourism management services offered by the Tourism Branch and its NGO partners are good; however, a line department of government would need to go through a significant process in order to conduct the analysis needed to move through the various approval levels for changes (e.g. the creation of a new fund).

As noted, a crown corporation may have more leverage to make recommendations around streamlining NGO funding and services to provide the tourism management services needed to implement the YTDS and adapt to market requirements. Further, a crown corporation would have a Board of Directors with direct links to the industry and therefore may be better equipped to make faster decisions with broader sectoral knowledge and expertise.

*Priority 6: Ability to field a strong industry governance model to advise or direct tourism*

The need for tourism industry stakeholder expertise at the governance level in Yukon was clearly affirmed through the YTDS Steering Committee and the 10-year strategy it developed.

A crown corporation model with a well-appointed board of directors was perceived to have more ability to streamline industry-led services as well as more ability to determine where funding and budgets should be directed.

The current line department model is perceived as more susceptible to political risk, and thus, not positioned to tackle tough issues and difficult decisions for the achievement of the goals of the YTDS.

## Summary

### **Crown Corporation**

Overall, a crown corporation with a knowledgeable and experienced board would operate in a focused manner that is more responsive to stakeholders and rapidly changing market conditions while also being less risk averse. The organization may be able to attract private sector revenue and potentially have more freedom to act outside of the constraints of government policies and procedures.

However, being arms-length from government operations has a significant disadvantage in Yukon's context where the programs, services, policies and decisions of many Government of Yukon departments are heavily linked to the visitor experience in this jurisdiction. The Task Force felt that a crown corporation may not be as responsive to the needs of smaller and emerging industry players, as it is less accountable to the public.

With the guiding principle of no additional operational funding available to a crown corporation, the risk to reducing existing programs and services due to incurring additional costs in procuring corporate services (e.g. HR, Finance, IT, etc.) is a definite concern as are the risks associated with a lengthy transition process.

### **Line Department of Government (current model)**

The Task Force concurred that the current model has demonstrated that it can successfully engage stakeholders and develop a cohesive, balanced and inclusive tourism strategy. A line department of government offers greater accountability to stakeholders regardless of their size or importance within the industry and facilitates government-to-government relations with First Nations, Canada and municipalities.

A significant advantage in the Yukon context is the Department of Tourism and Culture's ability to influence other departments' lines of business and to advocate for tourism consideration in policy-making. Cost savings through use of existing corporate services and the ability to attract and retain tourism talent were also considered to be important aspects of the existing model.

However, Government of Yukon has many, sometimes competing priorities, within which tourism may not receive the attention and recognition it should as a major employer and economic driver.

### **Overall Conclusion**

The Task Force's overall conclusion is that the evidence and analysis does not support one model as having a clear, unequivocal advantage over the other. Moving to a crown corporation would also have the disadvantage of a lengthy (e.g. new legislation needed) and costly (e.g. corporate services, offices) transition that could negatively impact Yukon's tourism competitiveness and distract from achieving the goals of the YTDS while in transition.

In the highly competitive world of destination management, loss of focus and lessened provision of programs and services for 18-30 months would be highly detrimental; especially as macro environmental and economic conditions beyond Yukon's control are changing.

The lack of clear evidence in favour of the crown corporation model, coupled with the disadvantage of a long and potentially destabilizing and costly transition period, led the Task Force to reject the crown corporation model.

However, the Task Force believes that the tourism industry is open to and ready for change. The Yukon Tourism Development Strategy has heralded a new era in tourism in Yukon and this is an excellent time to consider how the existing governance model can be updated and improved. The Task Force also found that while it did not support moving to a crown corporation, there were some attributes of this model that would be worth adopting.

As a result, the Task Force concluded that the best approach would be to pursue a solution that offers the best of both models, without the downside risk, to the greatest extent possible.

## Recommendations

### The Yukon Tourism Model

As a result of its research and analysis, the Task Force is recommending a made-in Yukon model that optimizes the benefits of the current line department of government structure, while also giving the tourism industry and tourism partners and stakeholders a more direct role in governance, improving competitiveness and increasing responsiveness and flexibility in processes and decision making balanced with accountability for public funds.

## Recommendation 1 : Strategic Tourism Governance Board

The key innovation for improved governance is the establishment of a Strategic Tourism Governance Board (STGB)—approved by Cabinet without legislation so that it can be established quickly—that would advise the Minister of Tourism and Culture with respect to the implementation of the Yukon Tourism Development Strategy. The STGB will neither supersede nor impact existing government-to-government responsibilities or relationships between the Government of Yukon and Yukon First Nations, Canada or municipal governments with respect to tourism governance, management or tourism support.

To enhance transparency and maximize the knowledge and expertise of qualified board members, ministerial appointments to the STGB will follow the Government of Yukon’s Board and Committees selection process. This is an open selection process where vacancies are advertised and candidates are screened by the Boards and Committees Secretariat based on their qualifications. Successful candidates are officially appointed by the Minister of Tourism and Culture (see Appendix E for Yukon Government’s policy on Boards and Committees).

### Functions

The Task Force recommends that the Strategic Tourism Governance Board, reporting to the Minister of Tourism and Culture, perform the following functions:

- 1) advise on how to achieve industry-government alignment in the implementation of the YTDS;
- 2) regularly review the YTDS to ensure that it remains relevant and takes into account the evolving nature of the industry locally, nationally and internationally;
- 3) advise on the implementation of YTDS priorities and action plans;
- 4) advise on Tourism Branch budget allocations to help achieve the goals of the YTDS;
- 5) advise on issues the Minister wishes the STGB to consider, and
- 6) bring forward to the Minister strategic issues the Governance Board deems important for achieving the goals of the YTDS.

## Composition

The Task Force recommends a nine member Governance Board, the composition of which best reflects the diversity of all Yukoners and Yukon's tourism sector.

- 1) The Governance Board will consist of seven voting members:
  - a. three will be selected to bring a tourism business perspective to the Board's deliberations;
  - b. two will bring a Yukon First Nations' perspective;
  - c. one will bring the perspective of Yukon's cultural and/or heritage sectors, and;
  - d. one will bring the perspective of Yukon's communities.
- 2) One of the members must also be able to bring a francophone perspective to the STGB.
- 3) Ideally, one of the members will also bring a youth perspective.
- 4) The Governance Board will have a non-voting Chair.
- 5) The Deputy Minister of Tourism and Culture will be an ex-officio member of Governance Board.
- 6) All voting members and the Chair will be appointed through the Government of Yukon's Boards and Committees process.

## Qualifications and Roles of Board Members

The Task Force has developed a recommended list of qualifications for Board membership to ensure that a broad spectrum of tourism expertise, experience and interests are represented.

### Voting Members

- 1) A person shall be appointed to the Strategic Tourism Governance Board based on their significant tourism expertise, experience and education as well as their strategic understanding of Yukon's tourism industry.
- 2) Applicants will be assessed on how their demonstrated experience, credentials, references and letters of support enable them to bring a particular perspective(s) to the STGB.
- 3) In keeping with the values and goals of the Yukon Tourism Development Strategy, the assessment process may also involve taking a holistic view; giving weight to the need to ensure board membership is balanced and reflects the diversity of Yukon's population.

- 4) Voting members must be able to bring the perspective(s) for which they were appointed to the STGB and then make recommendations for the good of the entire sector that facilitate the achievement of the Yukon Tourism Development Strategy while honouring its values.

### *Non-voting Chair*

- 1) A person shall be appointed as Chair of the Strategic Tourism Governance Board based on their significant tourism experience and education and their strategic understanding of Yukon's tourism industry, and/or their significant experience in and knowledge of board governance and administration.
- 2) The Chair is an independent, non-voting member who does not represent the perspective of any particular stakeholder or interest.
- 3) The Chair serves as the liaison between the STGB and the Minister and should have demonstrated experience in similar roles.
- 4) The Chair meets with the Minister quarterly.
- 5) The Chair is the public voice of the STGB and represents the Board at public meetings and, if required, with the media.
- 6) The Chair assesses and makes a determination on any issues of conflicts of interest that may arise.
- 7) The Chair will lead the development of a Board policy on addressing non-performing STGB members or those members in violation of the STGB Terms of reference.

### **Terms**

Members of the STGB will be appointed for three year terms; however, to ensure continuity at the Board level, initial appointments will be staggered so that no more than three members leave the Board at one time.

Therefore, the Task Force suggests that two initial members be appointed for three years, three members for two years, and two members for one year. The Chair will be appointed for three years to oversee the three-year review of the STGB.

## **Meetings**

The Task Force recommends that the Strategic Tourism Governance Board meet a minimum of four times per year (quarterly), and produce a written annual report which will be made public. The STGB will produce minutes of each meeting which will be publicly available once approved by the Board.

## **Annual Stakeholder Meeting**

It is recommended that the Board host an annual stakeholder open-house to share and gather information and insights, ensuring that the YTDS remains aligned with stakeholder priorities, and that the industry and stakeholders can regularly share their priorities, innovations, and concerns.

## **Funding**

The Task Force recommends that secretariat support for the STGB be provided by the Department of Tourism and Culture and that administrative costs for the Board be funded through the budget the department has provided to the Tourism Industry Association of Yukon in support of the Strategic Marketing Advisory Council (SMAC) as the functions of this Committee will be assumed by the STGB. As such, no new resources will be required to fund the new Governance Board.

## **Additional Resources**

The Board may, as needed, obtain additional expertise to address specialized topics (e.g. review of the annual Marketing Plan).

The STDG may also form subcommittees to address specific topic areas, action plans or pillars of the Yukon Tourism Development Strategy.

## Review after Three Years

The Task Force recommends that the Strategic Tourism Governance Board model be independently assessed after three years to ensure it is meeting the balanced goals of the Yukon Tourism Development Strategy and achieving industry-government alignment.

## Recommendation 2 : Naming the Yukon Destination Management Organization (DMO)

Tourism crown corporations often have names that reflect their role as a modern destination management organizations (e.g. Destination Canada), as do many of the jurisdictions in which the DMO is a line department of government.

While “Tourism Branch, Department of Tourism and Culture” is an accurate description of the branch’s status within the government hierarchy, it does not resonate in the national and international marketplace. Over the years, the branch has been known outside Yukon by a number of names (e.g. Tourism Yukon, Yukon Tourism, Travel Yukon).

The Task Force recommends the Tourism Branch be renamed - the branch would remain a branch within the Department of Tourism and Culture but with a more distinct and consistently represented identity than is currently the case. Applicable Government of Yukon brand standards would be used. It is recommended that no additional funds or reallocated funds be used to implement this recommendation.

## Recommendation 3 : Administrative Improvements

The Task Force recognized a key desirable attribute associated with the crown corporation model is flexibility and efficiency in operations compared to a line department of government.

While the Task Force rejects a move to full crown corporation status, it is recommended that initiatives be undertaken by the Government of Yukon to enhance its ability to be more nimble and responsive with the adoption of this new Yukon Model for tourism while maintaining accountability in the bureaucracy.

Some suggested areas for improvements are:

- reviewing signing authorities, thresholds and approval processes;
- optimizing available efficiencies within existing procurement policies;
- embracing an appropriate risk assessment framework that balances risk against program deliverables, and
- enhancing partnerships between industry and government that further contributes to an economically successful Tourism Industry for the Yukon.

Due to its potential impact on improving competitiveness, the Task Force recommends that this work be completed within six months of the establishment of the Strategic Tourism Governance Board.

## Conclusion

Tourism is an important driver of Yukon's economy. The opportunity to double revenue to Yukon businesses attributable to tourism in a sustainable manner that has the support of Yukon residents is exciting and attainable by 2028. The Task Force believes that the governance structure recommendations outlined in this report will contribute to achievement of the goals of the Yukon Tourism Development Strategy.

The primary and secondary research conducted, along with the assistance of Twenty31, the expertise of the Task Force and input from the YTDS Steering Committee, led to the conclusion that only two existing Canadian destination management organization models warranted a deeper dive given the current Yukon context (the line department of government and the crown corporation); therefore, a ranked list of the identified governance models was not provided in this report.

After thorough analysis, neither of the two models emerged as clearly superior; thus, a Yukon Model that capitalizes on the benefits of a line department of government with increased industry participation in governance (a key benefit of the crown corporation model) is recommended.

The proposed Strategic Tourism Governance Board would consist of individuals with demonstrated knowledge of the tourism sector providing advice to the Minister of Tourism and Culture on the implementation of the YTDS bringing perspectives from tourism sector businesses, First Nations, the heritage/culture sector, communities/municipalities, la Francophonie and youth.

Naming Yukon's in-government destination management organization will provide a more distinct and consistently represented identity amongst DMOs nationally and internationally.

Finally, addressing some administrative inefficiencies currently inhibiting flexible and timely responses within the bureaucracy (balanced with public accountability) will improve Yukon's competitiveness for the tourism sector.

There is room for this made-in-Yukon solution that takes the best elements from all models and delivers them in a manner that is most effective for the local tourism sector.



## APPENDIX A – Task Force Biographies

### **Vicki Hancock, Independent Chair**

Vicki held several leadership positions with the Government of Yukon over the course of her career and retired from the government as deputy minister of Tourism and Culture. During her career, Vicki also held the positions of President of the Yukon Liquor Corporation and President of Yukon Housing. She has considerable experience in administrative justice and board governance. Vicki is the alternate chair of the Yukon Workers' Compensation Health and Safety Board, appointed to this position in 2006. Both the chair and alternate chair are non-voting positions. She served as the chair of appeal panels of the board of directors for occupational health and safety and assessment matters.

### **Ben Ryan**

Born and raised in Yukon, Ben is an entrepreneur with experience in aviation, tourism, energy and finance. As chief commercial officer of Air North, Yukon's Airline, Ben oversees sales, marketing, IT, and loyalty and customer experience, as well as business development of ancillary divisions in charters, ground handling and commercial fuel sales. Ben is also president and CEO of Air North's subsidiary Chieftain Energy which specializes in the transportation and sale of fuel, liquefied natural gas and lubricants in Yukon, Alaska, the NWT and northern BC. Chieftain has majority First Nation ownership and has direct partnerships with nine First Nations business entities in Yukon and northern BC. Ben is also involved in tourism as a member of the Mät'atäna Steering Committee, a group tasked with exploring an Indigenous Tourism and Eco-Tourism opportunity in the Traditional Territory of the Champagne and Aishihik First Nation. Ben also participated in the Tourism Mission to China in 2018, where he met numerous key tourism industry stakeholders with an interest in growing international inbound tourism. He holds a B Comm from Carleton University and an MSc in Financial Economics from the University of Oxford. He is also a certified alternative investment analyst (CAIA) and a financial risk manager (FRM).

## **Justin Ferbey**

Justin was appointed deputy minister of the Government of Yukon's Department of Economic Development in March 2016. He is also president and chief executive officer of Yukon Development Corporation and former chief executive officer of the Carcross Tagish Management and Development Corporation. He also was a federal fiscal advisor in the British Columbia treaty process, an executive of the Carcross/Tagish First Nation government and the chair of a tripartite ratification committee that oversaw the Carcross/Tagish First Nations' vote to become a self-governing nation. He was a federal appointee to the Joint Public Advisory Committee of the North American Agreement for Environmental Cooperation and is a director of Tides Canada. Justin is the recipient of the British Columbia Lieutenant Governor's silver medal for academic achievement and community service. In 2018 he received a Meritorious Service Medal from the Governor General as part of a team effort in his First Nation community. He holds a Bachelor's Degree in Neuroscience, an MBA from the University of Liverpool, has certification in dispute resolution and negotiations and is an alumnus of Action Canada and the US State Department's International Visitor Leadership Program. He has been a frequent speaker at many national conferences involving First Nation economic development and governance and has written articles for The Globe and Mail.

## **Marilyn Jensen**

Yadultin & Dūsts'ādle, is Inland Tlingit and Tagish Khwáan from the Carcross/Tagish First Nation; belonging to the Dakhl'aweidí Clan under the Tagish Keét Hít (Killerwhale House). She presently serves as president of the Yukon First Nation Culture and Tourism Association and is on the executive of the board for Indigenous Tourism Canada. She has taught First Nation Governance at Yukon College and works closely with many Indigenous communities as a senior consultant focusing on Indigenous self-determination and wellness. She has facilitated workshops for the Yukon government on Indigenous history, land claims and self-government for 20 years and has worked on numerous projects with First Nation governments and organizations. She leads a traditional dance group, the Dakhká Khwáan Dancers, who were recipients of the National Indigenous Tourism Award and nominated for an Indigenous Music Award in

2018. Marilyn was honoured by the Governor General of Canada as a recipient of the Polar Medal for Cultural Reclamation. She has earned a BA in Anthropology from the University of Alaska and an MA in Indigenous Governance from the University of Victoria. *[The original version published here erroneously stated that Marilyn Jensen recently rather than currently served on the executive of the board of Indigenous Tourism Canada.]*

### **Michelle Kolla**

Michelle is a member of the Selkirk First Nation and granddaughter of the late George Fairclough and May VanBibber. Michelle and her husband Rob owned and operated the Snap on Tools franchise for 32 years and are partners in Porter Creek Self Storage. She has worked with non-profits for 15 years including the Skookum Jim Friendship Centre and Council of Yukon First Nations as their executive director. In the past Michelle has worked closely with the local business community and government departments as a procurement officer with the federal and territorial governments. She is a past board member of Selkirk Development Corporation that included overseeing Minto mine opportunities, real estate properties, Minto Resorts and Selkirk Centre store, hotel and gas station. Michelle is a past board member of Yukon Workers' Compensation Health and Safety Board, National Association of Aboriginal Friendship Centres, Director and General Manager of Northern Native Broadcasting Yukon and a founding Director of Aboriginal Peoples Television Network (APTN). Currently she is a member of the Government of Yukon Gas Tax Review Committee and has been re-acclaimed as the President of the Yukon First Nation Chamber of Commerce. Michelle is an alumna of Yukon College, Governor General of Canada's Leadership Conference and Women in Leadership with Carleton University.

### **Rich Thompson**

Rich is the chief executive officer (CEO) of Northern Vision Development LP (Real Estate, Hotels) and of Medstate Developments LP (Medical Diagnostic Imaging). He is also the chairman of Zero Gravity Inc. (Marketing, Advertising). He is well-known in the Canadian advertising community, private company investment circles and in the northern Canadian real estate arena. As CEO of Parallel Strategies from 1986 to 2003,

which at the time was the leading Advertising Agency and Multimedia firm in western Canada, he gained significant experience as a senior strategist in tourism marketing, having handled and led programs for Alberta, Yukon and Alaska. In 2004 Rich co-founded Northern Vision Development LP (NVD), the most active real estate company in Yukon. Serving on the board since formation, he took over as that partnership's CEO in March 2009. Also in Yukon he has served as the chairman of the Tourism Industry Association of Yukon's (TIAY) Senior Marketing Committee, chaired the Yukon Chamber of Commerce and, most recently, co-chaired the Yukon Tourism Development Strategy Steering Committee.

### **Valerie Royle**

Since August 2017, Valerie has been the Government of Yukon's deputy minister of Tourism and Culture. She is also deputy minister of the Women's Directorate. Prior to this she operated her own executive management consulting business after working with Bluedrop Learning Networks as their vice-president of workplace safety and apprenticeship. Before that, she served as the deputy minister of Education in the Government of Yukon from 2012 to 2015 as well as the president and chief executive officer of the Yukon Workers' Compensation Health and Safety Board from 2005 to 2012. She is an online lecturer in disability management through the Pacific Coast University for Workplace Health Sciences as well as in business administration through Memorial University of Newfoundland and Labrador. She holds an Honour's Degree in Commerce and a Master's of Business Administration degree as well as a Certified Disability Management Professional Designation.

# APPENDIX B – Task Force Terms of Reference

## 1.0 Introduction

Arising out of the Yukon Tourism Development Strategy, the Government of Yukon is establishing a Task Force to explore tourism governance models for Yukon.

## 2.0 Context

Yukon’s last vision for tourism was developed in 2000. Since then, the tourism sector in Yukon has significantly grown and shifted. Driven by the Government of Yukon’s vision and priorities, the Department of Tourism and Culture welcomed the opportunity to lead the development of a tourism development strategy in 2017.

To guide the development of the strategy, a 15-member Steering Committee made up of organizations that represent the tourism industry, Yukon First Nations, municipalities, the arts and culture community and Yukon government was brought together to guide the initiative forward and create a strategy for Yukon.

The Steering Committee completed this work, and officially endorsed and recommended the *Yukon Tourism Development Strategy 2018-2028: Sustainable Tourism. Our Path. Our Future.* to the Government of Yukon in November 2018. In February 2019, the Government of Yukon endorsed the recommended strategy and the implementation of its seven priority actions.

One such action was to establish a Task Force to explore options and recommend an improved governance model for tourism. The current model is not “broken”; however, it is recognized that improving governance has the potential to align the efforts of government and industry in a manner that maximizes efficiency of destination management and supports tourism industry growth.

### 3.0 Mandate

The mandate of the Task Force is to:

- assess tourism destination governance models against a set of criteria;
- rank these models based on their ability to achieve the vision, goals and values of the Yukon Tourism Development Strategy, and
- recommend a ranked list of models for consideration by government.

In formulating its recommendation, the Task Force will be guided by research and best practices from leading tourism destination management models, and meaningfully consider the thoughts of the Yukon Tourism Development Strategy Steering Committee and key stakeholders.

### 3.1 Criteria

The Task Force will assess tourism destination governance models against:

- the vision, goals and values of the Yukon Tourism Development Strategy;
- accountability to the diversity of interests within the Yukon tourism sector and the Yukon public;
- revenue generation capabilities;
- performance pay funding models;
- flexibility and agility to respond to market conditions;
- competitiveness;
- stakeholder involvement in decision making;
- fit for Yukon, and
- other criteria as deemed appropriate by the Task Force.

## 4.0 Guiding Principles

- Recommendations to the Government of Yukon will be practical and feasible, with the aim to better align the efforts of government and industry in a manner that maximizes efficiency and effectiveness of destination management and supports sustainable tourism industry growth.
- Recommendations shall not include governance models that will lead to ongoing increases in operations and maintenance costs to the Government of Yukon nor include any layoffs of permanent staff and any reorganization must be in compliance with the Yukon Employees Union Collective Agreement.
- Individuals on the Task Force will be expected to work together in a respectful manner with a willingness to listen to all perspectives/opinions brought to bear on how to address relevant issues.
- Decisions will be made based on consensus among Task Force members. Where consensus cannot be reached, the majority view and minority views of dissenting members will be presented to the Government of Yukon for consideration.
- Face to face meetings will be planned as far in advance as possible to accommodate schedules and to ensure maximum participation. Online technologies, teleconferencing and videoconferencing will be used when possible to facilitate participation and to decrease travel.
- The terms of reference lay out the structure and mandate of the Task Force, however they are flexible and may be altered to ensure the Task Force is able to deliver upon their mandate.
- Any proposed amendments to the terms of reference are to be provided to the Minister of Tourism and Culture for consideration and approval.

## 5.0 Task Force Structure

### 5.1 Task Force Membership

The Task Force will be made up of a maximum of seven individuals including one (1) independent Chair, two (2) members providing a tourism industry perspective, two (2) members providing a First Nations perspective and two (2) Government of Yukon representatives. Members will be appointed by the Minister of Tourism and Culture, to be confirmed based on the following criteria:

- Expertise and knowledge of tourism in the Yukon context and/or expertise and knowledge of organizational structures and governance models;
- Perceived to be balanced in their views and approach to issues; and
- Has an understanding and appreciation for a diversity of perspectives of other constituencies.

The Minister may also appoint advisors to the Task Force.

### 5.2 Task Force Chair

The Task Force will be chaired by Vicki Hancock. The Task Force may choose one of its members to serve as Alternate Chair should the Chair not be available for a meeting.

### 5.3 Selection of Replacement of Member

If a member of the Task Force steps down, the Minister will be responsible for selecting a replacement based on the following criteria:

- Expertise and knowledge of tourism in the Yukon context and/or expertise and knowledge of organizational structures and governance models;
- Perceived to be balanced in their views and approach to issues; and
- Has an understanding and appreciation for a diversity of perspectives of other constituencies.

## 5.4 Term

- The Task Force will be established in April 2019.
- Once the Task Force has submitted its final report to the Government of Yukon it will be disbanded.
- The Government of Yukon reserves the right to terminate the panel at any time and for any reason.

## 6.0 Task Force Process

### 6.1 Deliverables

- The Task Force will submit a draft report to the Government of Yukon by July 1, 2019. The report will contain advice and options as per the Task Force's mandate.
- The Task Force will submit a final report, no later than September 1, 2019.
- The Task Force report will be available to the public once the government has received the report and has had time to review and analyze the recommendation.

### 6.2 Task Force Activities

In order to advance its work, the Task Force should undertake the following activities:

- *In camera* discussions to exchange perspectives, establish a shared understanding of issues, identify key themes, and develop advice.
- Gather and review local, national and international research to support its work.
- Regular meetings with the Minister of Tourism and Culture at key milestones to receive feedback and exchange views on key topics for further exploration.
- Meetings with the Yukon Tourism Development Strategy Steering Committee to explore issues and facilitate dynamic engagement with a mix of experts.

- Invite guests with experience and expertise in key areas and issues to make presentations to and engage in dialogue with the Task Force.
- Prepare interim reports to the Minister of Tourism and Culture on emerging findings and/or specific themes, as well as a final report with conclusions and advice in accordance with its mandate.

### 6.3 Process

- Task Force reviews initial research
- Task Force reviews additional tourism destination governance models
- Task Force engages with the Yukon Tourism Development Strategy Steering Committee
- Task Force reviews written submissions
- Task Force develops draft report
- Task Force shares draft report with the Minister of Tourism and Culture
- Task Force revises draft report as needed
- Task Force recommends final report to the Minister of Tourism and Culture
- Government of Yukon conducts an internal analysis of top ranked models
- Cabinet and Management Board reviews recommended submission

### 6.4 Work Plan

#### Work Plan

- The Task Force will be responsible for developing a work plan that will enable it to present a final report to the Minister by September 1, 2019.

#### Budget

- The budget for this project shall not exceed \$50,000.

## 6.5 Confidentiality

Task Force meeting conversations are confidential. Conversations may be repeated with permission from the Task Force and the author of the comment. Task Force member views and comments will not be attributed in meeting reports or minutes and this will clearly be noted on each report.

All members are expected to protect and maintain as confidential any privileged information divulged during the work of the Task Force. Members must not discuss this information with persons not on the Task Force, or divulge information obtained from the work of the Task Force, including presentations made to it, until such time as this information has been officially released for public distribution.

## 6.6 Declaration of Interests

The Chair will ask members to make a verbal statement of their relevant affiliations and interests. The level of participation of a member in conflict is determined by the Chair in consultation with the other members of the Task Force. Each individual Task Force member has the responsibility to declare a conflict of interest as it arises.

## 6.7 Resources

The Yukon government will provide the panel with the following documents to inform its activities:

- Yukon Jurisdictional Scan, Phase 2 Report
- Tourism budgets, 2018/19, 2019/20
- Destination Canada Funding Model research
- Previous discussion papers on governance models for tourism Yukon
- Auditor General Report on Crown Corporation and Structure
- Other documents as identified or requested by the Task Force.

The Task Force will be supported by additional research and expert advice on organizational structures for tourism Destination Management Organizations, including:

- Yukon's current governance model, which comprises direct service delivery (the current Department of Tourism and Culture and its Tourism Branch – marketing, product development and research, visitor services) as well as external service delivery through the funding of NGOs;
- Yukon's current governance model with a legislated strategic advisory committee reporting to the Minister of Tourism and Culture;
- Crown corporation structure;
- Special operating agency structure;
- Private Sector contract model (Northwest Territories); and
- Other models/hybrids as identified or requested by the Task Force

## 7.0 Funding and Administrative Support

The Department of Tourism and Culture, Government of Yukon, will provide all funding, administrative and secretariat support to the Task Force to meet the requirements of this Terms of Reference. Specifically, this will include:

- Honoraria and per diems for the Task Force members;
- Travel and meeting space arrangements;
- Secretariat services;
- Presentation materials, if requested, and hand-outs;
- Task Force meeting organization;
- Design and production of the Task Force's final report; and
- Other administrative support as requested.

## 8.0 Access to Information and Protection of Privacy

The Task Force will be subject to and agree to abide by any relevant provisions of the Access to *Information and Protection of Privacy Act*.



## APPENDIX C – A Detailed Review of Alternative Governance Models for Yukon Tourism<sup>1</sup>



© The insights and recommendations reported herein are provided on a confidential basis to the Yukon Tourism Development Strategy Governance Task Force.

The insights and recommendations found in this tourism destination governance model assessment are current as of the date of submission and subject to change given market forces and external variables. The report is meant to serve as a strategic situational analysis.

May 15, 2019



<sup>1</sup> Elements (or portions) of *A Detailed Review of Alternative Governance Models for Yukon Tourism*, including verbatim comments have been removed to remain compliant with Yukon's Access to Information and Protection of Privacy (ATIPP) Act.

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Tourism.Defined.



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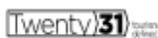
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SECTION 3: Strategic Options for Yukon

SECTION 4: Appendices



# Content

## Introduction

Section 1: Background and Situational Analysis

Section 2: Deep-dive on governance models

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## Introduction



Late in 2018, the Government of Yukon released its 2018-2028 Yukon Tourism Development Strategy which resulted from extensive consultation with tourism industry members, First Nation governments and citizens and other key stakeholders under the oversight of a Steering Committee to advise the Minister of Tourism and Culture.

Among its four pillars for success, the Government identified the creation of a "Foundation for Generational Change" with an Action Plan and a Task Force to review the governance model for how the Yukon delivers tourism services.

As part of that review, the Task Force has engaged Twenty31 consulting to review how other provincial and territorial tourism organizations deliver tourism services in an effort to learn the strengths and weaknesses of these models in and, importantly, characteristics of these models that might be applicable to delivering tourism services in the Yukon.

This report will outline how tourism is delivered in each of the target models across Canada and perspectives on how these models might apply to the Yukon. Each model has its strengths and weaknesses but none is easily transferred to another given the intricacies of the government and tourism culture unique to each destination for the Task Force to consider as they meet to develop their recommendations.

Twenty31 Consulting very much looks forward to helping the Task Force review and consider these alternate models with the goal of helping to objectively derive the right model to recommend to Government.



# Content

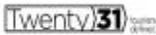
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## Yukon Tourism Development Strategy 2018-2028



The 10 year strategy sets out to foster the conditions for a thriving tourism economy in Yukon, recognizing the fine balance that exists between economic, social and environmental values.

In November 2018, the Government of Yukon endorsed the Yukon Tourism Development Strategy 2018-2028 Sustainable Tourism. Our Path. Our Future. The strategy outlines the vision, goals and core values that chart the path toward sustainable tourism and economic growth for Yukon.

### Vision

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

### Goals

- Thriving Tourism Economy – opportunities for Yukon businesses and stable year-round resident employment
- Sustainable Tourism Development – a balanced approach
- Resident Support for Tourism – positive attitude about tourism

### Core Values

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

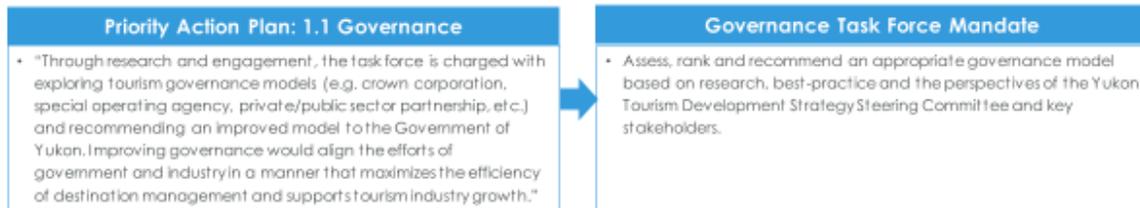


# Governance Task Force



Identified as a priority action, an improved governance model will help to maximize efficiency of destination management and support industry growth in Yukon.

One of seven priority actions identified in the Yukon Tourism Development Strategy 2018-2028 was the development of a Governance Task Force to explore tourism governance models for Yukon. In March 2019 the Task Force was officially established with seven appointed expert members and a defined mandate to implement the action plan.



Sources: Yukon Tourism Development Strategy 2018-2028: Sustainable Tourism, Our Path, Our Future.



# Project Overview



Supporting the mandate of the Task Force, the objective of this project is to provide research, perspectives and insight into alternative tourism governance models for Yukon.

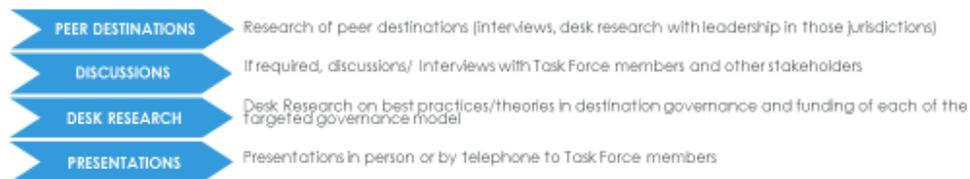
## Project Objectives

The objective of this project is to support the Task Force in the development, research and consideration of options and recommendations for an improved governance model for tourism.

## Project Deliverables

1. Available to Task Force to conduct research; offer professional perspectives; insight into alternative governance models for Yukon.
2. Develop fulsome perspectives on the strengths and weaknesses of each of the six governance models against the key governance criteria.

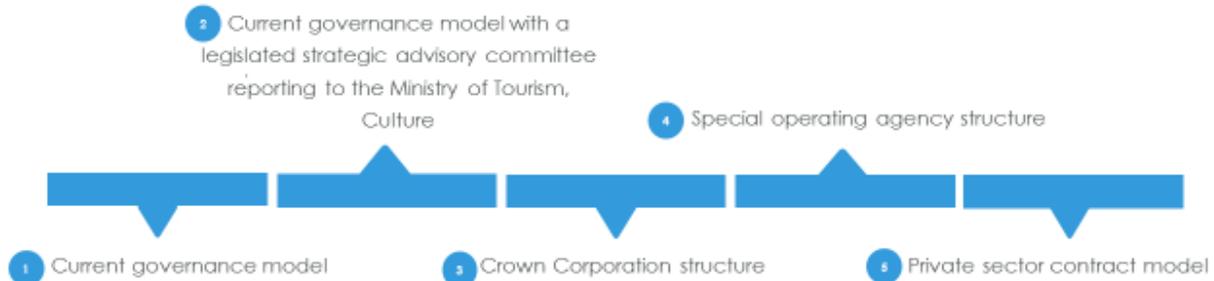
## Methodology



## Targeted Governance Models

There are six targeted governance models identified for the deep dive analysis, including the current model and other hybrid approaches.

The five governance models identified for consideration include the following, and other models/hybrids as identified or requested by the Task Force:



## Key Criteria

To achieve the mandate of the Task Force, all governance models need to be assessed against a predetermined set of criteria.

There are eight key governance criteria in which the tourism governance models will be assessed against when the Task Force makes a final recommendation to the Government of Yukon:

- The vision, goals and values of the Yukon Tourism Development Strategy;
- Accountability to the diversity of interests within the Yukon tourism sector and the Yukon public;
- Revenue generation capabilities;
- Performance pay funding models;
- Flexibility and agility to respond to market conditions;
- Competitiveness;
- Stakeholder involvement in decision making;
- Fit for Yukon, and  As determined by Task Force
- Other criteria



## Review of Other Yukon Crowns

### Yukon Liquor Corporation (YLC)

#### GOVERNANCE MODEL

The current *Liquor Act* (S.Y. 2002) provides for a governing Board of Directors (3(1) *There shall be a corporation entitled the "Yukon Liquor Corporation" consisting of those persons who from time to time comprise the board and 3(10) The board may make bylaws regulating its proceedings and generally for the conduct and management of the affairs of the corporation*).

- In practice the Board has no governing role and is restricted to matters pertaining to licensees.
- President is hired by the Commissioner in Executive Council and reports to the Minister.
- Crown Corporation that is run as a regular government department.
- A new *Liquor Act* anticipated for tabling in the autumn of 2019 is expected to codify current YLC governance practices into law.

#### BOARD

- Consists of a minimum of three members (in practice, six including the Chair and Vice-Chair, appointed to their posts) appointed by the Commissioner in Executive Council for a term of up to three years. May be re-appointed, but also serve at pleasure. There are no Board committees.
- The only requirement for appointment to the Board is to not be in conflict of interest by dealing in alcohol or having any part in such a business.

#### STAKEHOLDER ENGAGEMENT

- A stakeholder group representing licensees is now being formed to enable regular stakeholder consultation for this group. This has been infrequent and ad hoc in the past.
- Consumers, communities and other downstream stakeholders are typically not directly engaged.

## Review of Other Yukon Crowns

### Yukon Liquor Corporation (YLC) con't

#### GOVERNMENT ROLE IN DECISION MAKING

- The Board's specific decisions in issuing, canceling or suspending licenses are the only YLC decisions in which the Minister may not intervene.
- The Minister and Corporation negotiate a Protocol Agreement of roles and expectations annually, and the Commissioner in Executive Council may issue binding directives to YLC on any matter except a license application or appeal that was already underway when the directive was issued.

#### FUNDING MODEL

- Self-funding through margins on products sold. Generates considerable profits and collects liquor taxes as revenue for the Government of Yukon; these are submitted monthly.
- Audited annually by the Auditor General of Canada.

# Review of Other Yukon Crowns

## Yukon Workers' Compensation Health and Safety Board

### GOVERNANCE MODEL

- Technically a Trust rather than a Crown Corporation, YWCHSB's governance model is derived as independence from government.
- However, it is co-governed by representatives of the core stakeholders: workers and employers.
- YWCHSB staff belongs to the public service in order to take advantage of economies of scale, including superannuation.
- YWCHSB President is a Deputy Head under the Public Service and must be certified by PSC, but is selected by the Board of Directors and by law is solely responsible and accountable to the Board.

### BOARD

- Consists of 4 to 6 voting members, plus Chair, Alternate Chair and non-voting President.
- Voting members selected based on skills base and are selected in equal numbers from nominations put forward by workers and worker organizations and by employers and employer organizations.
- By convention, nominations are sought from organized labour and chambers of commerce.
- To safeguard independence, no voting member may also be an employee of the Yukon government.
- Board members are appointed by the Commissioner in Executive Council and can only be removed prior to the end of their 3 year term for cause, eliminating any possibility that Board members could be switched out to achieve decisions sought by the government of the day. The start of the three year terms are staggered to ensure continuity.
- Board has broad governance powers, including sole authority to interpret the Workers' Compensation Act through policy and issue Board Orders with the authority of regulations.
- Board members must learn the intricacies of the complex workers' compensation system, sit on every committee, and arrive fully prepared in advance of each monthly meeting.



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# Review of Other Yukon Crowns

## Yukon Workers' Compensation Health and Safety Board, con't

### BOARD

- Key to keeping Board high functioning is the detailed orientation as well as annual governance training that help to maintain a clear boundary between roles of the Board and of the Executive.
- While voting members are drawn from workers and employers, they are not there as advocates but to benefit the whole.
- After sufficient discussion on each matter, decisions are almost always achieved by consensus.

### STAKEHOLDER ENGAGEMENT

- Formalized relationships with three main stakeholder representative groups, each of which includes multiple worker and employer representatives and meet several times per year. Considered essential to effectiveness in achieving mission
- Stakeholder Advisory Committee (SAC) involved with high level matters including rate setting;
- Policy Working Group – each member of whom belongs to an organization also represented on the SAC – weighs in on policy development at various stages;
- Prevention Group deals with OHS regulation or Standards of Practice development, etc.
- Also ad hoc industry groups who collaborate on emerging issues.
- These are high functioning stakeholder groups that ensure meaningful input at key points, producing both better outcomes and well-informed stakeholders.
- Members of both the Board and the executive participate in stakeholder engagement sessions.

### GOVERNMENT ROLE IN DECISION MAKING

Administers Workers' Compensation Act and Occupational Health and Safety Act, and is given the lead role by the Minister Responsible for consulting on a drafting revisions. Minister has no role in most of YWCHSB's business and, with all other MLA's, is specifically prohibited from getting involved in any worker claim or OHS investigation.



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# Review of Other Yukon Crowns

## Yukon Workers' Compensation Health and Safety Board, con't

- Minister may require, in writing, the Board of Directors conduct an investigation into some matter within their jurisdiction.

### FUNDING MODEL

- Yukon employers fund 100% of YWCHSB's administration costs and insurance fund.
- Each is assessed based on aggregate payroll (individual salaries are capped based on maximum insurable earnings) at a rate per \$100 set according to the collective risk of the industry group in which they operate.
- Yukon government contributes only as an assessed employer.
- YWCHSB is required to operate according to the Financial Administration Act, but has a financial system (and even fiscal year) distinct from the Yukon government.
- YWCHSB is audited annually by the Auditor General of Canada.
- As collected assessments must cover all future costs of current year injuries, YWCHSB manages a considerable investment fund to grow the fund to cover those costs: since the Yukon government backstops the fund (if the fund becomes insolvent, the Yukon government will take care of the injured workers out of the Consolidated Revenue Fund) the policy for these investments must be approved by the Commissioner in Executive Council.

## YT Governance

A COMPARATIVE REFERENCE OF OTHER  
YUKON CORPORATIONS

## Governance of Other Yukon Corporations

	Yukon College	Hospital Corp.	Liquor Corp.	YWCHSB
Legal Status	(Non-crown) Corporation	Crown Corporation & Charity	Crown Corporation	Trust
Decisions Independent from YG	Independent	Mostly Independent	Integrated	Independent
Stakeholder Engagement	Structured, broad and in-depth	Structured plus ad hoc	Limited	Structured, broad and in-depth

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## Board Structure of Other Yukon Corporations

	Yukon College	Hospital Corp.	Liquor Corp.	YWCHSB
Board Members	12	9	3-6	6-8
Removal only for cause	No	No	No	Yes
Chair	Chosen by Board	Appointed	Appointed	Appointed

Twenty31 Yukon's Future

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## Funding Models of Other Yukon Corporations

	Yukon College	Hospital Corp.	Liquor Corp.	YWCHSB
% from YG	47.4%	85%	0%	0%
% Fee-for-service	37.5%	15%	100%	0%
Partners / Stakeholders / etc.	15.1%	0%	0%	100%

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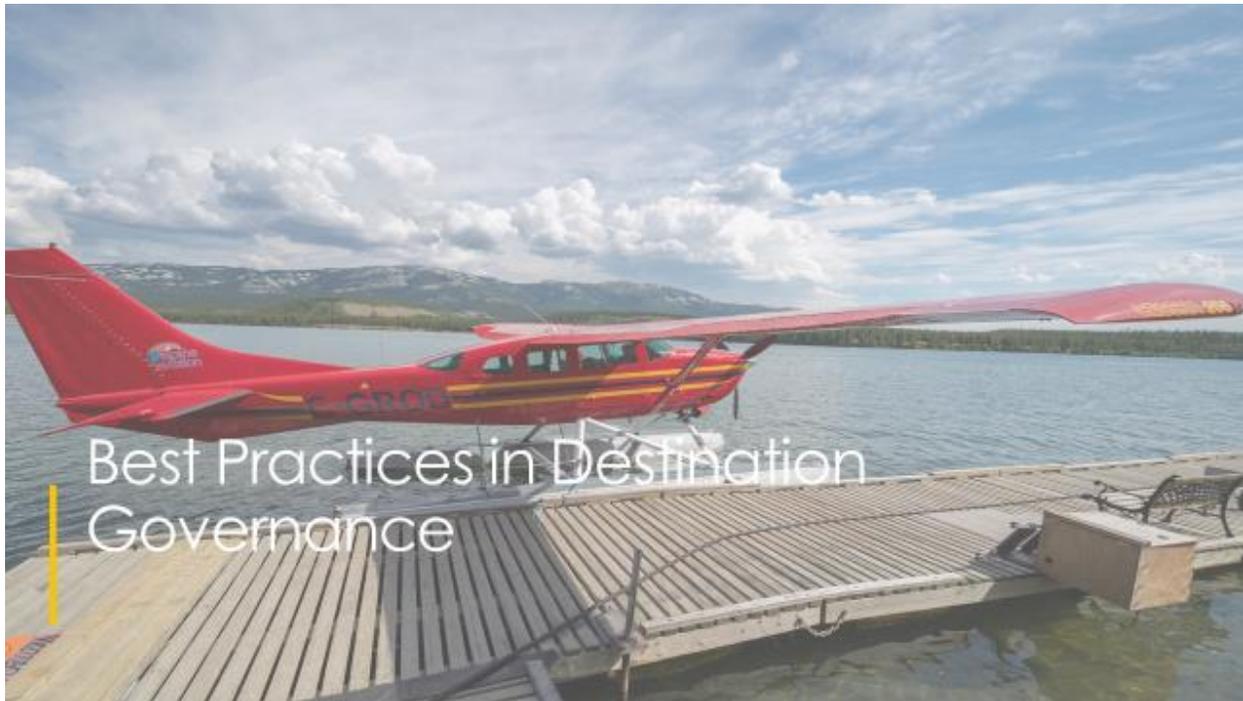
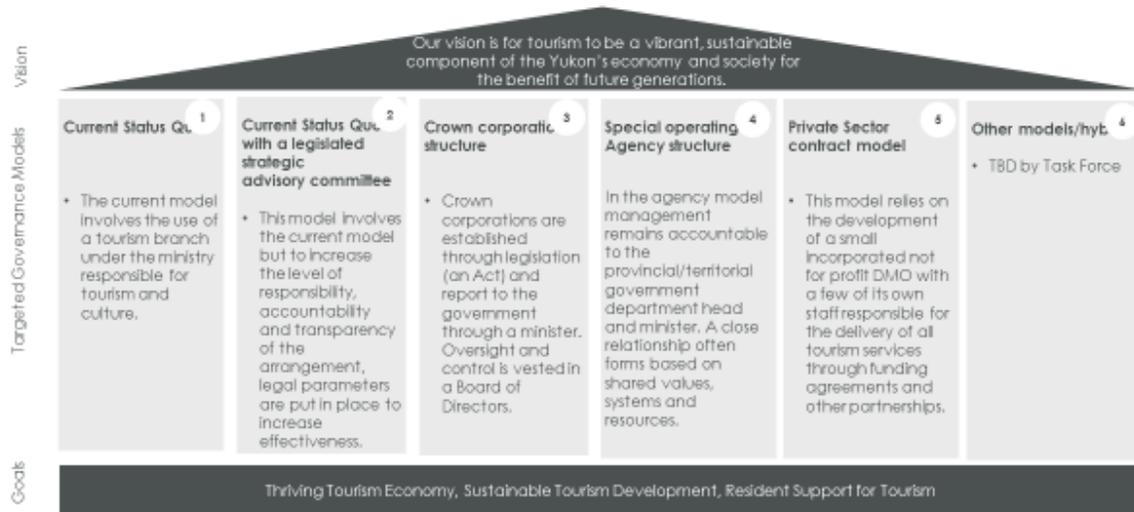
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# Six Targeted Governance Models



# Line Department Overview

The provincial/territorial tourism branch/line department model is becoming increasingly rare.

## Overview

The provincial/territorial tourism branch/line department model is becoming increasingly rare. Reasons for its decline include the recognition that tourism is a unique economic driver, understanding that tourism is delivered by the private sector it should therefore be supported by the private sector and numerous examples of innovative private/public partnerships that successfully have contributed to destination competitiveness and sustainable growth.

Nevertheless, the tourism branch model still exists and appears to be the approach used in some scenarios where there is less emphasis on tourism, a higher degree of taxpayer scrutiny surrounding tourism funding and as a result a need for greater control and oversight, the governing administration or minister desires direct ongoing involvement in decision-making or where tourism stakeholders and private sector players are less engaged. Unfortunately, when these

factors are combined with a lack of strategy and vision it could lead to poorly managed destinations and missed opportunities for visitor satisfaction and economic growth.

Formal and informal structures, such as strategic advisory committees and councils, often are in place to improve collaboration, information sharing and industry coordination, but they are not a requirement for this model. Participants of these groups may be from a variety of organizations, including industry associations, academic institutions, other levels of government and private sector groups.

Where the tourism branch is placed and the minister responsible has been said to greatly influence stakeholder perceptions of the importance of tourism and as a result can create funding uncertainty.



# Line Department Benefits

Any benefits available under this model will depend on a highly skilled staff and management capability.



## Benefits

The benefits of branch/line department as the central player in tourism development depends on the organization's ability to maintain perspective on the market-driven nature of tourism and its capacity and ability to consistently engage stakeholders and industry in strategy and investment decisions:



# Line Department Considerations

This model typically relies on formal and informal structures for industry input but with no "teeth".

## Process and Considerations

Some considerations associated with the tourism branch model include:

### Timing, transition and expectations

- Relatively easy to set up this type of model due to available resources and shared systems across government.

### Mandate

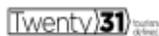
- Mandate development often relies on informal and formal structures that improve collaboration, information sharing and coordination.
- For example, in theory Tourism Yukon relies on industry recommendations, advice and strategic

council of the Strategic Marketing Advisory Council ("SMAC") which operates as a committee of the Tourism Yukon Industry Association's ("TIAY") Board of Directors.

- TIAY then provides strategic marketing advice directly to the Minister of the Department of Tourism and Culture, to inform its strategies and plans.

### Funding Model

- Current funding models are most often dependent on annual budget appropriations from the provincial/territorial government, however a mix of co-funding, cost-recovery and accommodation tax are possible funding mechanisms in some jurisdictions



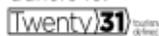
# Legislated strategic advisory committee Overview

This governance model utilizes a strengthened collaboration and cooperation mechanism through the adoption of a legislated strategic advisory committee.

## Overview

This governance model builds on the tourism branch model but utilizes a strengthened collaboration and cooperation mechanism through the adoption of a legislated strategic advisory committee to support business planning and investment decisions. The primary goal of this approach is to increase the level of responsibility, accountability and transparency of the organization by putting in legislated parameters to ensure its effectiveness.

In addition to legislation, the model would require the development of a general policy document that outlines the expectations and protocols for the strategic advisory committee. For example, the policy may include, amongst other items the defined role of the committee, review procedures related to the terms of reference, appointment processes, participation requirements, allowable expenses, conduct and applicable other Acts, Regulations, By-laws and Policies that members must adhere to.



As well, with a more formal advisory committee structure, what would be the fiduciary duty of the Committee members and chair and what levels of authority would they have. What obligation would the government have to follow their advice?

Finally, how many committees? Would this be a single "tourism" committee or one that reflects the organizations mandate?

A comprehensive committee policy combined with the approved legislation would help to ensure that a range of tourism experts have an effective and regular formal legal structure for sharing their knowledge and perspectives.



# Legislated strategic advisory committee benefits



Similar to the previous model the quality of staff and the leadership team will help to provide more positive outcomes but with the benefit of a formalized structure for industry stakeholders to play a role in the development of strategy.

## Benefits

The benefits of establishing a legislated strategic advisory committee are dependent on the on the organization's ability to deliver high-quality programs and service in a competitive and efficient way:



# Legislated strategic advisory committee Considerations



Legislation will need to be drafted and approved by cabinet and passed by the legislature.

## Process and Considerations

Some considerations associated with the line department model with a legislated strategic advisory committee include:

### Timing, transition and expectations

- Given that the current model is a line department of government, there would be limited transitional needs related to actual service delivery but legislation will need to be drafted and approved by cabinet and passed by the legislature.
- Additionally, a policy governing the strategic advisory committee will need to be developed and approved by likely the minister and deputy head of the related line department.

### Mandate

- Depending on how prescriptive legislation requirements are it may be more challenging and time consuming to change the mandate to address future needs of the branch. Would a new version of this model have "teeth"?

### Funding Model

- Current funding models are most often dependent on appropriations from the provincial/territorial government, however a mix of co-funding, cost-recovery and accommodation tax are possible funding mechanisms.



# Crown Corporation Overview

Crown corporations appear to be the most common type of governance model for provincial/territorial DMOs.

## Overview

Within Canada, the most common governance model for tourism DMOs is a Crown Corporation. Currently, seven out of 13 provincial/territorial governments plus the federal government, have established crown corporations responsible for tourism.

In all Crown Corporation models, the provincial/territorial government maintains control of the mandate of the corporation through legislation, appointment of the Board of Directors and the funding model.

Provincial DMOs that operate as Crown Corporations in Canada are all established through legislation (an Act) and report to the government through a minister. The management and control of the affairs of the corporation are vested in a Board of Directors which are appointed by the minister of the department responsible. The mandate for each DMO Crown Corporation, as defined in the legislation, is different and may include marketing, visitor services, visitor experiences (product development), education, training, industry development and research.



# Crown Corporation Benefits

The mandate of the Crown corporation will determine the extent of potential benefits.

## Benefits

The benefits of establishing a DMO Crown corporation are dependent on the organization's mandate as articulated in the legislation but often include the following:

 <b>FOCUS</b> Fully focused on mandate as written in the legislation.	 <b>FLEXIBILITY</b> Nimble and able to implement and respond quickly to shifts in the marketplace.	 <b>FUNDING</b> Capable of entering into multi-year contracts with partners, as well as to be able to defer spending outside of fiscal year ends to meet market requirements. Free to earn money and keep it.	 <b>MARKET DRIVEN</b> Responds to industry-driven marketing cycles, rather than government funding cycles. Focus on relevance to visitor markets that require long-term commitment and consistent messaging.
 <b>STABILITY</b> Maintain continuity during election years/cycles.	 <b>PARTNERSHIPS</b> Access better private sector support and/or partnerships (leveraged marketing).	 <b>ENGAGEMENT</b> Able to foster engagement with the tourism industry, communities and other stakeholders.	 <b>EFFICIENCY</b> Able to minimize fracturing of government funding to tourism related non-government organizations.



# Crown Corporation Considerations

The process to establish a Crown corporation is more time intensive.

## Process and Considerations

Some considerations associated with the establishment of a Crown corporation include:

### Timing, transition and expectations

- Establishing a Crown corporation will require legislation that involves consultation that will take time.
- While legislation is being developed, consideration will need to be given to how current tourism programs and services will be delivered.

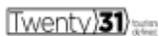
### Mandate

- Consideration will need to be given to the scope of the mandate for the new Crown corporation which

may require additional research to determine the best model for Yukon.

### Funding Model

- Current crown corporations in Canada have different funding models that range from annual budget appropriations from the government through to multi-year funding models that may include a mix of budget appropriations and portions of existing taxes (i.e., formula funded).
- Some independent reports suggest that sufficient, stable, long-term funding is the preferred model for success.



# Special operating agency Overview

Agencies provide flexibility to make market-driven decisions yet are still closely linked to the home department.

## Overview

The use of special operating agencies has become more common at the regional or municipal level as expectations surrounding service quality and efficiency rise across industries, whether delivered by government or private business. The agency model recognizes that in order to provide quality and create an environment that produces efficiency, management decisions need to be based on current market conditions and business cycles rather than short-term government cycles.

Management and staff within agencies are often encouraged to take a more business-like approach, which fosters a culture of entrepreneurship and risk-taking. Even though this may be quite different from the home department strong relationships exist between the two organizations based on shared values and the use of public sector employees,

Sources: Treasury Board of Canada Secretariat



systems and resources to operate the organization.

Management remains accountable to the government department head or minister equivalent who approve an initial framework document for the organization and its business plan.

The framework document is critical because it outlines the mission, guiding principals, accountability relationships and monitoring and performance processes. Stakeholder engagement is a best practice during the initial framework set up to ensure acceptance of the approach.

The business plan outlines the actual targets, resource needs and approaches for a given year or business cycle. The department head and minister can consider using a strategic advisory board to provide advice to the agency head when developing the business plan.



# Special operating agency structure Benefits

When performance, innovation and client-focussed operations are top of mind agencies are most successful.

## Benefits

The benefits of establishing a special operating agency are dependent on the desire for innovation, client-centered operations and performance:



Sources: Treasury Board of Canada Secretariat

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# Special operating agency Considerations

A framework and business plan are the key documents that set agency requirements in tourism.

## Process and Considerations

Some considerations associated with the establishment of a Special Operating Agency include:

### Timing, transition and expectations

- Special operating agencies are established via a treasury board decision making authority and approved by the responsible minister. No new legislation is required.
- Details about operations are set out in a framework document and a business plan that set accountability, performance targets and reporting requirements.
- While approvals are being undertaken, potential special operating agencies often seek provisional status so that some functional activities can be carried out in advance.

Sources: Treasury Board of Canada Secretariat

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### Mandate

- Special operating agencies are most successful when they have a stable policy framework with a clear, ongoing mandate.

### Funding Model

- Many special operating agencies in Canada operate under a cost recovery basis by charging clients for the goods and services they provide. However, there is no actual requirement to do this or for expenses and revenue to align directly.
- The main funding mechanism used is often a revolving fund with a stipulated drawdown authority, (which is paid back by charging clients over a 3-5 year business cycle) and budget appropriations.



# Private sector contract Overview

There are multiple funding opportunities available for this type of model.

## Overview

A private sector contract model would involve the development of a small incorporated not for profit DMO with a few of its own staff responsible for the delivery of all tourism services through funding agreements and other partnerships. These relationships may be based on appointments or selected through competitive processes (i.e., marketing, advertising, sales, brand, etc.). The major advantage of this approach is access to highly qualified experts for strategy execution, potential knowledge transfer and lower administrative/employee costs.

The provincial/territorial government would hold the managing director of the DMO to account through an overarching contribution agreement linked to the long-term tourism strategy. The contribution agreement would be the key document that outlines service fees, reporting requirements and performance metrics. In addition to the agreement, the managing director would be responsible for creating an annual

or multi-year business plan in a collaborative process with key stakeholders. The business plan would detail the budget, specific initiatives and activities that tie back to the objectives and goals outlined in the long-term strategy.

Governance of the DMO could be a combination of appointed shareholders and elected key stakeholders that form a Board of Directors.

In terms of funding, the DMO would first affirm its own annual or multi-year budget which would then would be tabled and approved in the legislature to increase flexibility and accountability to the provincial/territorial government and taxpayers. The DMO could have a membership base as a source of funding or alternatively attract key stakeholders and other potential funders by increasing confidence in the organization.



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# Private sector contract Benefits

The DMO's managing director plays a central role in community building, partnerships, fundraising and "leadership".

## Benefits

The benefits of establishing a private sector contract are dependent on the DMO managing director's ability to focus on community building, partnerships, fundraising and "leadership":

 <b>SERVICE</b> Service is typically high quality because it is executed by experts in each aspect of destination management. Renewal is based on results and performance.	 <b>FLEXIBILITY</b> The managing director has flexibility to contract new service providers and on an annual basis develop the business plan based on current market conditions.	 <b>FUNDING</b> The DMO will be dependent on a long-term budget appropriation however this could lessen as other sources of revenue increase over time.	 <b>MARKET DRIVEN</b> Responds to industry-driven market cycles and trends. DMO managing director and governing board are responsible for making decisions based on their industry knowledge.
 <b>STABILITY</b> Although longer-term arrangements can be entered into with service delivery firms this model may result in less stability if confidence in the organization falters.	 <b>PARTNERSHIPS</b> The abilities of the DMO managing director in developing community relationships. The organization has the opportunity to partner in the areas of visitor services, business training etc.	 <b>FOCUS</b> The DMO is able to focus on core activities to execute the strategy rather than administrative/staffing concerns.	 <b>EFFICIENCY</b> Does not require ongoing ministerial or department involvement.



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# Private sector contract Considerations

The DMO could get of the ground relatively quickly with limited administrative and staffing costs upfront.

## Process and Considerations

Some considerations associated with the establishment of a DMO delivering tourism services through private sector contracts include:

### Timing, transition and expectations

- The DMO could get of the ground relatively quickly with limited administrative and staffing costs upfront. A transitional plan would need to be executed.
- Firstly, the budget would need to be developed and affirmed and then tabled in the legislature which would take time.
- After that appointments and competitive processes to find expert service providers could commence.
- This model could eventually result in the need to create a full service DMO in the future if challenges

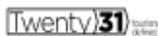
related to managing multiple agreements and contracts occur.

### Mandate

- The mandate of the DMO would be set out in the contribution agreement with the provincial/territorial government.

### Funding Model

- The main funding sources for the organization could be a mix of a budget appropriation provided by the provincial/territorial government and an accommodation tax.
- As the DMO becomes more established it has the potential to attract other funders and new partnerships. The DMO would also be able to recover costs through fees related to co-funding, advertisements etc.



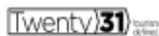
# Peer Destination Review Methodology

A thorough review approach identified the varying governance structures across lead destination marketing/management organizations in Canada.

Desk research, annual reports, business and corporate plans, strategy documents and websites reviewed to identify details and insights about governance structures, stakeholder involvement, funding models and innovative approaches being used across Canada. Interviews conducted with the CEO's of these organizations to determine views on the effectiveness of their tourism delivery models on each of the key criteria listed below:

1. Does the jurisdiction have a long-term tourism strategy? If yes, what are the targets and goals?
2. Who is the lead organization responsible for marketing, promotion and destination development?
3. Working with the federal/provincial/territorial body?
4. Vision and Mission of the organization?
5. Mandate?
6. Organization Structure?
7. Funding?

Finally, innovation initiatives, results and actions are highlighted.



## Six Peer Destinations

There were six destinations selected based on the targeted governance models.

### Potential Learnings for Yukon:



- Potential learnings around private sector partnership strategy.



- Potential learning around partnership revenue growth activities.



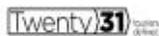
- Potential learnings around use of in-market contractor agreements to attract international travellers.



- Potential learnings around management of contracts and partnership agreements.



- Key learning around stakeholder engagement initiatives and organizational restructuring.



# Provincial/Territorial Models + Yukon Corporations



Tourism Delivery Service Models—High Level Overview

Other than line departments, Canada only has Crown Corporation models and private sector model (NWT); there were no other models (ie. SOA, etc.)

All models explored could in some sense be considered a hybrid model and there were few consistencies between common models like crowns

Only Manitoba had a "performance pay" funding model—96 and 4; No province or territory has a hotel levy to support their funding; none have plans to engage in a levy.

Some models had legislated committees of industry while others had recommendations only. Some have none.

No consistency to Yukon corporation models which vary significantly in funding, governance, etc.



# Destination Canada

Destination Canada's activities are guided by its aim to attract 1.5 million additional travellers, spending \$1.9 billion by 2022.



## Does Canada have a long-term tourism strategy?

Canada's tourism strategy is driven by two multi-year planning documents. The first document is the Corporate Plan for 2019-2023 that aims to use innovative marketing, increase commercial competitiveness and improve corporate efficiency. The second document is Canada's Tourism Vision, which was designed to "bring more travellers to Canada and grow the industry".

The Corporate Plan's stated objectives are:

1. Increase demand for Canada with innovative marketing
2. Advance the commercial competitiveness of the tourism sector
3. Increase corporate efficiency and effectiveness

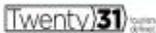
The Canada's Tourism Vision has three 'ambitious targets':

1. By 2025 – compete to be a top 10 international destination
2. By 2021 – increase international overnight visitors by 30%
3. By 2021 – double the number of Chinese tourists

The aim of Destination Canada is to attract 1.5 million additional travellers, spending \$1.9 billion by 2022.

## Canada's Tourism Vision

From Innovation, Science and Economic Development Canada



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# Destination Canada

As a Crown corporation the Canadian Tourism Commission Act is the main legislation that pertains to the organization, its establishment and purpose.

## Who is the lead organization responsible for marketing, promotion and destination development?

Established in 2001, Destination Canada is a Crown corporation wholly owned by the Government of Canada. The Canadian Tourism Commission Act is the main legislation that outlines the establishment and purpose of the organization.

## How do they work with the Government of Canada?

Destination Canada reports to the Minister of Small Business and Tourism and is accountable to Canada's parliament through the submission of an Annual Report, a 5-year Corporate Plan and an Operating and Capital Budget annually to Parliament. The Government may also set out expectations to the Chair through a Mandate Letter.

## What is the organizational mission?

Mission - To unite and empower Canada's tourism leaders through compelling research, strategy and storytelling to drive the visitor economy.

## What is the mandate of Destination Canada?

The legislative mandate of Destination Canada is to:

- Sustain a vibrant and profitable Canadian tourism industry;
- Market Canada as a desirable tourist destination;
- Support a cooperative relationship between the private sector and the governments of Canada,
- The provinces and the territories with respect to Canadian tourism; and
- Provide information about Canadian tourism to the private sector and to the governments of Canada, the provinces and the territories.



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# Destination Canada

Although the Board of Directors are a vital link to the tourism industry, Destination Canada relies heavily on partnership and consultation during strategic planning processes.

## What is the structure of the organization?

Destination Canada's President & CEO is appointed for a maximum five-year term. There is also a full-time staff complement, which was just over 100 in 2018, at the headquarters in Vancouver, satellite office in Ottawa and other in-market offices in London, Beijing and Tokyo.

A 12 member Board oversees the management of the organization, President/CEO appointment/performance and carries out a strategic advisory and oversight role. The Board is comprised of senior professionals across the tourism industry capable of providing unique insights on programs, strategies and trends. There are two committees to ensure effective governance and support to management.

The Board of Directors is composed of:

- A Chair (Governor in Council appointment)
- President & CEO of Destination Canada (Governor in Council appointment)
- The Deputy Minister of Innovation, Science and Economic Development Canada (ex officio)
- Up to nine additional directors (merit-based appointment by the Minister with Governor in Council approval)

An additional committee is responsible for providing advice to the Minister on the nine director positions.

The organization relies heavily on partnership and consultation with industry through strategic planning processes. For example, the organization sits on federal governmental committees that impact tourism and it hosts cross-country Town Halls in partnership with the Tourism Industry Association of Canada.

Committees comprised of industry representation support Market Research, US markets, International Markets and Business Events and meet two to three times per year. The Chairs of the Committees report to the Board of Directors up to two times per year or at the request of the Board; once at the strategic planning session.



# Destination Canada

In addition to the formal reporting structure, senior management also reports directly to the Board of Director Committees.



# Destination Canada

The Government of Canada provide the vast majority of funding, which is both stable and long-term.

## How is it funded?

The vast majority of revenue comes from Government of Canada appropriations which are used to fund core activities and capital expenditures. In the past appropriations have also been provided to support one-time time activities such as the Connecting America program. The 2019 budget is \$95.5 million.

Destination Canada also receives a smaller portion of revenue from partner contributions related to marketing campaigns. Estimated 2019 partnership revenue is \$20.5 million.

## Highlighted initiatives and results

- Consumer direct marketing efforts are developed based on impact evaluation models that are vetted by independent experts and advisors. In 2017, these efforts resulted in over one million travelers spending of over \$1.2 billion.
- In 2017, Destination Canada led 16 familiarization trips that resulted in 115 stories on Canadian travel experiences.
- A Canada 150 partnership with Bell Media and 18 industry partners resulted in substantial bilingual content campaign and for 2018-19 a partnership with Amazon was developed to run a content series called Vacation of the Brave.
- Destination Canada enters into partnerships with non-traditional companies like airlines to align marketing and boost investments.
- To increase productivity and alignment the corporate mission is to keep corporate costs below 10%. Over the next five years some staff positions will shift from unionized to non-unionized job evaluations in order to align compensation with labour market trends and attract new talent.
- Average board attendance at meetings in 2017 was 81%.



# Destination Canada Crown Corporation Model

Tourism Delivery Service Models—

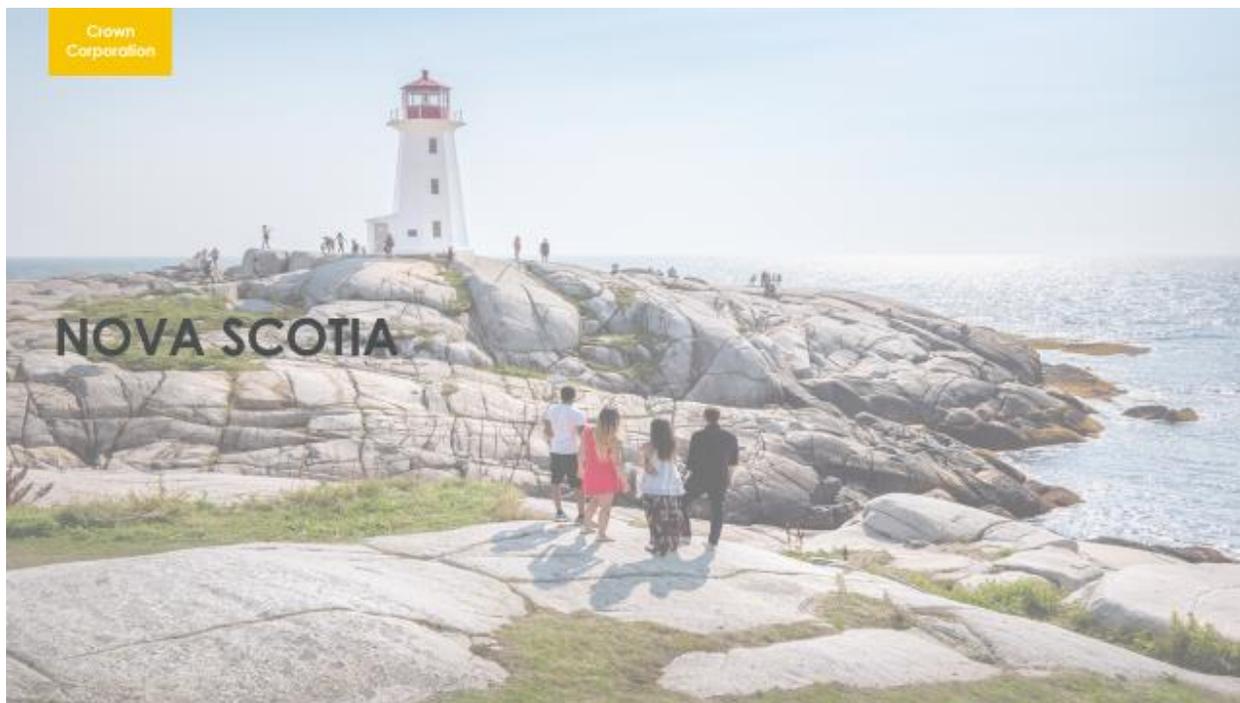


Background	
1. Develop/support vision, goals and values of strategy	Crown model is integral to the development of a professional, marketing and strategy organization supporting the priorities of government while developing research based tourism programs that attract industry investment and support
2. Provide accountability to diversity of interests of destination tourism sector and public	Model supports accountability through the corporate plan and annual report, audit reports and other reporting mechanisms (official languages, etc.) while engaging special interest groups, provinces and territories from across Canada. The government is relatively hands off, particularly when they recognize that the organization has achieved and supported their priorities.
3. Ability to generate revenue	The crown model supports a key priority of Destination Canada (through not written in its mandate) to attract investment from other tourism entities, governments and private sector. Generally, the organization attracts \$1+ in partnership funds (in kind, cash, and other areas of support) for every \$1 they invest. This metric is widely reported in their annual scorecard and is often referenced when attracting incremental and A-base funding to the organization. It is also viewed as a key means to demonstrate alignment with industry.



## Destination Canada—Crown Corporation Model

<p><b>4. Linkages to performance based funding</b></p>	<p>With a significant drop in funding for Destination Canada in 2012 (from \$100M to \$58M; Destination Canada attempted to engage the government with an alternate performance based funding model which included a levy from international travelers priced on their airline tickets or a percentage of GST attributable to tourism. TIAC lobbied strongly against these funding models and they failed. New governments recognized the value of tourism and increased funding through a combination of incremental funding and increase to the A-base.</p>
<p><b>5. Ability to create a competitive organization versus other jurisdictions</b></p>	<p>Destination Canada is able to attract top talent, even within a union based environment. As a separate employer, it has and uses its rights to performance manage employees, develop programs that may attract comment and question from government but with the latitude to make decisions and account for results. The crown model allows the organization to be very competitive, particularly with higher funding models.</p>
<p><b>6. Stakeholder involvement in making decisions (i.e. engagement, committees, etc.)</b></p>	<p>There are many initiatives that support the engagement and support of industry, Board, Committees, Federal Provincial and Territorial Meetings, Road Shows, Speaking engagements across all jurisdictions, special programs and MOU's with other tourism based organizations like airline and airport partners, Indigenous Tourism Association of Canada and others. The model supports independent decision making with accountability to the board, Minister and Government.</p>



# Tourism Nova Scotia

The goal for Nova Scotia's tourism industry is to reach \$4 billion in tourism revenues by the year 2024.

## Does Nova Scotia have a long-term tourism strategy?

The Now or Never Report was released in 2014 by the Nova Scotia Commission on Building Our New Economy. The goal for Nova Scotia's tourism industry is to reach \$4 billion in tourism revenues by the year 2024.

Tourism Nova Scotia's corporate strategy has four key pillars to achieve this goal:

1. Attract more first time visitors
2. Invest in markets of highest return
3. Focus on world-class experiences
4. Build tourism confidence

## Who is the lead organization responsible for marketing, promotion and destination development?

Tourism Nova Scotia is a relatively new organization. It was established in 2015 as a private sector-led Crown corporation with the primary focus on developing and executing marketing and sector development initiatives that inspire travellers and boost visitor spending. The Tourism Nova Scotia Act is the governing legislation for the corporation.



# Tourism Nova Scotia

Annual financial statements, an outcome agreement and a business plan are part of the reporting requirements Tourism Nova Scotia must provide to the Minister responsible for tourism.

## How do they work with the Government of Nova Scotia?

Tourism Nova Scotia reports to the Minister of the Department of Business and must submit annual financial statements, an outcome agreement and a business plan. The organization is also required to develop a 5-year strategic plan for Minister approval.

## What is the organizational vision and mission?

Mission - To market Nova Scotia's tourism experience to the world through innovation and collaboration.

Vision - To be recognized globally as the leading destination marketing organization.

## What is the mandate of Tourism Nova Scotia?

The Tourism Nova Scotia Act, states the objectives of the corporation are to:

- Achieve tourism growth in the province and maximize the value of tourism to the economy of the province.
- Develop and implement a long-term strategy for tourism to drive sustainable tourism in the province that delivers growth and profitability in the tourism sector, provides economic benefit to the province, and is consistent with the province's strategic priorities.
- Communicate and collaborate with communities, private industry, and the tourism industry in the province.



# Tourism Nova Scotia

Over \$2 million was collected in funds, recoveries and fees related to partnerships and co-funded marketing activities.

## What is the structure of the organization?

A CEO is responsible for managing day-to-day operations within the three business areas of Marketing, Sector Development and Corporate Services. In-market representatives are engaged to support trade marketing in UK, Germany and China.

A private sector led Board of Directors, which is comprised of ten business professionals, govern the organization and provide insights, intelligence and a vital link the tourism businesses and operators across the Province. Directors are selected based on a formal nomination process that begins with a call for expression of interest to the tourism industry. The Board is expected to report to the Minister of Business through the appointed Chair position.

## How is it funded?

Tourism Nova Scotia receives a provincial grant to support its operations and initiatives; in 2017-18 this amounted to \$20.65 million. The organization also collected over \$2 million in funds, recoveries and fees related to partnerships and co-funded marketing activities.

## Highlights of initiatives and results

- For 2019-20, Tourism Nova Scotia has a goal to 'attract at least \$1 in matching investment for each \$1 it co-invests with partners, a 1:1 leverage ratio'.
- In 2017-18, secured 18 co-investment partners for digital marketing and 13 for inspiring content programs.
- Entered a three-year "Atlantic Canada Agreement on Tourism" in 2017-18 to support collaborative marketing efforts between the federal government and other Atlantic provinces.



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# Nova Scotia Crown Corporation Model

Tourism Delivery Service Models—Interview

## Rationale for transition to Crown?

- Government seeking more autonomy for government departments it believed were too traditionally reliant on "government"
- Created report on alternative models for government (not just tourism) in 2014; government sought doubling of tourism revenues by 2024 and sought a model that would give the industry best shot at achieving this lofty goal
- Became a crown in 2015

Background	
1. Develop/support vision, goals and values of strategy	Have a bit more latitude as a crown but the ultimate boss and final decision maker remains the government and Minister. The crown does not always look like other crowns but it could be more acute under government.
2. Provide accountability to diversity of interests of destination tourism sector and public	Communicates frequently with industry. Less consultation and more education and communication. Frequent road shows and opportunities to engage but attempts to reduce the micro management of the industry or complaints to government and more about research based, customer-directed programs that have been tested.
3. Ability to generate revenue	Ability to retain the money TNS earns and re-invest. Have significantly reduced investments in orphan programs and funding other destination marketing organizations that lived off their funding. When that dried up, these organizations failed. A crown gave the opportunity to do this with limited challenge. Have 1:1 program. In fact, the revenue generation opportunities has helped increase budgets. Have had programs measured at \$26 earned for every \$1 spent.



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## Nova Scotia—Crown Corporation Model

4. Linkages to performance based funding	None. Too complex for Nova Scotia. "Flat is the new up". 3 jurisdictions in NS have hotel levies at 2% for Halifax and Cape Breton and Yarmouth at \$2 per room.
5. Ability to create a competitive organization versus other jurisdictions	Still tied to PSC and Union but can hire whom they want for excluded positions.
6. Stakeholder involvement in making decisions (i.e. engagement, committees, etc.)	No longer have advisory committees. Programs are fully based on research and empirical evidence. "The customer informs the strategy not the industry" Decisions are socialized and rationalized. The organization communicates extensively and does surveys to get a sense of what the industry derived from presentations. Surveys have demonstrated significant improvement in understanding increasing by 10% per year.
<b>Comments</b>	



# Tourism Saskatchewan

The goal is to increase economic benefits for province through strategic investments and to reach \$2.8 billion in visitor spending by 2020.

## Does Saskatchewan have a long-term tourism strategy?

Government Direction for 2017-18: Meeting the Challenge. The Saskatchewan Plan for Growth – Vision 2020 and Beyond is the key document that guides the actions, plans and commitments of Tourism Saskatchewan. The goal is to increase economic benefits for province through strategic investments and to reach \$2.8 billion in visitor spending by 2020.

## Who is the lead organization responsible for marketing, promotion and destination development?

Tourism Saskatchewan is the lead organization for in-province and out-of-province marketing and visitor services promoting Saskatchewan. It was established in 2012 as a Crown corporation under the Tourism Authority Act, 1994. The organization was initially formed to continue the efforts of the Saskatchewan Tourism Authority.

## How do they work with the Government of Saskatchewan?

As a Crown corporation Tourism Saskatchewan is accountable to industry, public taxpayers and the Government of Saskatchewan through the Minister responsible for Tourism Saskatchewan.



# Tourism Saskatchewan

The vision for tourism in Saskatchewan to be based on a vibrant entrepreneurial industry.

## What is the organizational vision and mission?

**Vision** - A vibrant entrepreneurial tourism industry offering year-round compelling and memorable Saskatchewan experiences.

**Mission** - Connect people with quality Saskatchewan experiences and advance the development of successful tourism operators

## What is the mandate of Tourism Saskatchewan?

The corporation's mandated purposes are:

- To market Saskatchewan as a tourism destination in domestic, national and international markets
  - To assist Saskatchewan's tourism industry operators to market their products
  - To develop and promote the quality of tourism products and services in Saskatchewan
  - To provide visitor information services
  - To undertake any other activities or functions assigned by the Lieutenant Governor in Council
- Responsibility for Tourism Saskatchewan is assigned to the Minister Responsible for Tourism Saskatchewan.



# Tourism Saskatchewan

In 2018, provincial funding amounted to \$13.4 million while partnerships and product and services resulted in \$1.38 million in revenue.

## What is the structure of the organization?

Under the leadership of a CEO the organization's staff located in Regina, Saskatoon and field offices work to deliver on the initiatives from the strategic plan.

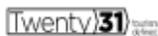
The Government of Saskatchewan is responsible for appointing an eight member Board of Directors that share their knowledge and experience in the tourism industry to inform policy directions. The Board is skills-based and has three established committees to address specific areas of responsibility: Audit, Governance and Human Resources.

## How is it funded?

The main funding for Tourism Saskatchewan is a grant from the province's General Revenue Fund that is appropriated by the legislature or authorized by Order in Council. In 2018, provincial funding amounted to \$13.4 million while partnerships and product and services resulted in \$1.38 million in revenue.

## Highlights of initiatives and results

- In 2017-18 an internal steering committee oversaw the implementation of a revised content strategy for the Tourism Saskatchewan.
- Organizational restructuring was undertaken to respond to digital marketing and communications needs.
- Developed a partnership with Matarador Network to create sharable content and Amazing Race Canada.
- Hosted Tourism Talks, Workplace Leadership Conference, Tourism Awards of Excellence and Tourism Week to engage stakeholders.



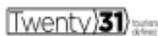
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# Saskatchewan-Crown Corporation of Treasury Board Model



## Tourism Delivery Service Models—Interview

<b>Background</b>	<ul style="list-style-type: none"> <li>• Crown Corporation of the Treasury Board</li> <li>• Board – up to 11 members appointed by govt through order in council</li> <li>• Minister delegates oversight to the board, board's focus is governance/strategy</li> <li>• Skills based board (e.g. accounting, legal, governance, not an industry representative board)</li> <li>• Board committees – Audit, Governance, HR</li> </ul>
1. Develop/support vision, goals and values of strategy	<ul style="list-style-type: none"> <li>• TS is the only tourism entity in government (no department, no deputy minister)</li> <li>• CEO is the only provincial/territorial DMO who sits on the Deputy Ministers of tourism committee</li> <li>• Responsible for marketing, PD, education &amp; training, visitor services</li> <li>• TMB primarily does marketing (about 98%)</li> <li>• Board establishes rolling four-year plan, sets vision/goals/values of the org</li> </ul>
2. Provide accountability to diversity of interests of destination tourism sector and public	<ul style="list-style-type: none"> <li>• Minister Parks, Culture, Sport -&gt; Board -&gt; Operations</li> <li>• The 'owner' or 'client' of TS is seen as the residents of Saskatchewan</li> <li>• They do consult with industry but it is not highly structured, or formalized</li> <li>• They issue publications, and hold meetings with industry, such as with city DMOs</li> </ul>
3. Ability to generate revenue	<p>Government primary source of revenue - total budget is \$16 million</p> <p>TS can raise revenue:</p> <ul style="list-style-type: none"> <li>• Education/Training programs</li> <li>• Access to federal funding from training</li> <li>• Co-op marketing (though mostly a flow through)</li> </ul>



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# Saskatchewan-Crown Corporation of Treasury Board Model



4. Linkages to performance based funding	None
5. Ability to create a competitive organization versus other jurisdictions	<ul style="list-style-type: none"> <li>• Better than if it was directly in a ministry</li> <li>• However, some constraints – TS is somewhat risk adverse in marketing</li> <li>• Can be challenging to navigate with a political environment as not as arm's length as some tourism crown corps in other provinces</li> </ul>
6. Stakeholder involvement in making decisions (i.e. engagement, committees, etc.)	<ul style="list-style-type: none"> <li>• Publish an annual report</li> <li>• TS holds an annual conference, including awards gala</li> <li>• DMO group meetings – 2x year</li> <li>• Consultation occurs, but formal decision making is done by the board and its committees (audit, governance, HR)</li> </ul>



# Travel Manitoba

The Manitoba Government's tourism strategy sets a target for overall visitation at 12.6 million annual visitors in 2022.

## Does Manitoba have a long-term tourism strategy?

The Manitoba Chambers of Commerce, Travel Manitoba and the Manitoba Government partnered to develop a Provincial Tourism Strategy that included extensive stakeholder consultation. The plan sets a target for overall visitation of 12.6 million annual visitors in 2022. There are five overarching goal categories:

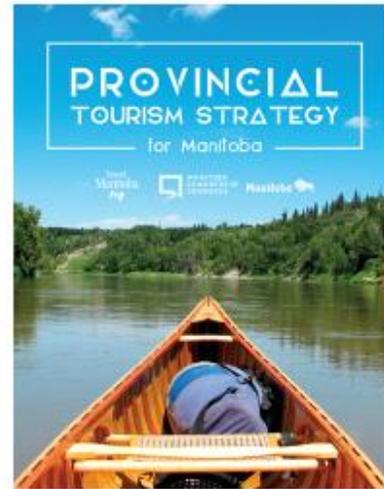
- Lead Brand & Market Positioning
- Invest in Destination & Experience Development
- Improve Transportation & Connectivity
- Foster Collaboration
- Build Public Support for Tourism

## Who is the lead organization responsible for marketing, promotion and destination development?

Established in 2005, Travel Manitoba is a provincial Crown Corporation wholly owned by the Manitoba Government.

## How do they work with the Manitoba Government?

The corporation reports to the legislature through the Minister of Growth, Enterprise and Trade as established in the Travel Manitoba Act.



# Travel Manitoba

The mission of Travel Manitoba hinges on 'harnessing the collective investment in tourism'.

## What is the organizational vision and mission?

**Vision** - Travel Manitoba leads the marketing and development of Manitoba's tourism industry.

**Mission** - Grow tourism revenues by harnessing the collective investment in tourism to create strong connections between visitors and Manitoba's unique experiences.

## What is the mandate of Travel Manitoba?

Travel Manitoba is responsible for the following in addition to carrying out any other functions assigned by the minister.

1. Marketing Manitoba as a desirable tourist destination;
2. Providing appropriate visitor and information services;
3. Stimulating the productivity, development and growth of persons, businesses and organizations engaged in the tourism industry;
4. Enhancing the quality, competitiveness and marketing of tourism products and services;
5. Encouraging, participating in and co-operating in consultations and undertakings with persons, businesses, organizations or agencies, and the government of Manitoba or other governments, which have a purpose or any duties related to those of Travel Manitoba;
6. Enhancing public awareness of tourism;
7. Promoting the training, development and employment of persons involved in the tourism industry.



# Travel Manitoba

Understanding the importance of being nimble and responsive Travel Manitoba recently completed an organizational restructuring that resulted in workforce reductions and new more suitable roles.

## What is the structure of the organization?

The President and CEO leads the day-to-day operations of the organization and there are just over 30 supporting staff. In recent years an organizational restructuring was undertaken to streamline the workforce and services; the result was \$0.78 million in savings.

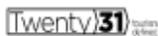
Travel Manitoba receives policy direction and leadership from a Board of Directors, which must have at least 8 members but not more than 15. Business leaders from across the province are appointed by Manitoba's Lieutenant Governor in Council based on their skills and competencies relevant for strateg, budgets and action plans development for the organization. Appointments are two to three year terms. There are three committees: Executive Committee, Audit Committee and Governance Committee.

## How is it funded?

The Manitoba Government provided \$12 million in 2018. Increases in funding in over the last few years have been a direct result of Plan 96/4, which detailed a new sustainable funding model to drive economic growth by way of increased funding. Partnership revenue was \$1 million dollars in 2018 compared to \$1.5 million the year before. A significant push to grow partnership revenue is being undertaken, especially with non-traditional partners.

## Highlights of initiatives and results

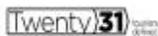
- There was \$0.9 million committed by twelve tourism businesses to invest in Tourism, a corporate partnership opportunity that supports Manitoba, Canada's Heart... Beats commercials on Air Canada.
- Co-op marketing programs leveraged more investments: \$1.5 million in 2017-18.
- Considering a staff pay for performance model to motivate and encourage excellent job performance.



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# Travel Manitoba

Management and staff at Travel Manitoba depend on industry input and task forces to information decision-making and strategic planning.



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# Manitoba-Crown Corporation

Tourism Delivery Service Models—Interview

<b>Background</b>	<ul style="list-style-type: none"> <li>TMB was modelled with some similarity to Destination BC</li> <li>Previously a government department</li> <li>Used to have a tourism secretariat – no longer</li> </ul>
1. Develop/support vision, goals and values of strategy	<ul style="list-style-type: none"> <li>TMB is able to respond to shift in markets</li> <li>They have a rolling 3-year business plan</li> <li>Good alignment between government and industry</li> <li>Board is appointed by government, but it is primarily industry who have been recommended</li> </ul>
2. Provide accountability to diversity of interests of destination tourism sector and public	<ul style="list-style-type: none"> <li>Annual report and AGM, industry reports are provided</li> <li>Management has responsibility to consult with industry, which they do on a regular basis</li> <li>The board provides accountability to government</li> </ul>
3. Ability to generate revenue	<p>TMB sells sponsorship (e.g. Crown Royal) and sells advertising (print, digital) opportunities</p> <p>Recommendation:</p> <ul style="list-style-type: none"> <li>If Tourism Yukon moves to a Crown Corp. to make sure they have enough base funding in place in order to compete</li> <li>TMB had to wait a few years to receive the funding mechanism and levels necessary – expectations were high in the industry of having a Crown Corp... yet they were without adequate funds at the beginning</li> </ul>

# Manitoba-Crown Corporation

<b>4. Linkages to performance based funding</b>	<ul style="list-style-type: none"> <li>TMB receive 4% of the total hotel tax collected in the Province</li> <li>Funds are directly linked to how the industry is performing</li> </ul>
5. Ability to create a competitive organization versus other jurisdictions	<ul style="list-style-type: none"> <li>Definitely has improved competitiveness</li> <li>However, they would like to have greater responsibility in product development as well as education and training             <ul style="list-style-type: none"> <li>Manitoba's Tourism Education Council has the lead in training</li> </ul> </li> </ul>
6. Stakeholder involvement in making decisions (i.e. engagement, committees, etc.)	<ul style="list-style-type: none"> <li>CEO and teams are very active in meeting with industry</li> <li>Hold regular industry summits</li> <li>Board has strong industry representation</li> <li>Management creates ad hoc committees if needed</li> <li>Board's committee's are executive, audit, governance</li> </ul>



# ONTARIO



## Destination Ontario

Ontario completed consultations in Winter 2019, a tourism strategy is expected to be released this year.



### Does Ontario have a long-term tourism strategy?

Starting with the release of Ontario's 2009 Discovering Ontario report, the Ontario Ministry of Tourism, Culture and Sport (MTCSS) launched a number of tools, action plans and strategies to support industry growth, including the creation of 13 tourism regions each led by a Regional Tourism Organization (RTO). A Tourism Action Plan was released in 2015, followed by a comprehensive Strategic Framework for Tourism in Ontario in 2016, to further maximize growth and competitiveness.

In early January 2019 MTCSS launched a tourism strategy consultation with the goal of making Ontario a "destination of choice" for tourists and investors. The consultation involved seeking input from visitors, students and industry stakeholders. The five focus areas for the consultation included:

1. Embrace a visitor-first approach
2. Improve the business climate
3. Improve sector alignment
4. Provincial interests and role in tourism
5. Support business and community development

The Ontario tourism strategy will be released in 2019.



Travel and recreation --

### Consultation: Ontario Tourism Strategy

This consultation is now closed. From January 3 to February 28, 2019, we invited you to share your feedback on how to make our province a travel destination of choice and ensure the tourism sector continues to grow and thrive.

We will report back on what we heard during this consultation.



# Destination Ontario



A Memorandum of Understanding is the official framework that details accountability, administrative, reporting and financial requirements between Destination Ontario and the Minister of Tourism, Culture and Sport.

## Who is the lead organization responsible for marketing, promotion and destination development?

Established in 1999, Destination Ontario is Ontario's lead tourism marketer. Its legal name is the Ontario Tourism Marketing Partnership Corporation (OTMPC) and as an agency it is governed by the Development Corporations Act.

## How do they work with the Government of Ontario?

Destination Ontario is accountable to the Minister of Tourism, Culture and Sport through the Board of Directors and the Ministry's Tourism Agencies Branch. The Minister is accountable to the Legislature and Treasury Board/Management Board of Cabinet.

There is a Memorandum of Understanding (MOU) that outlines the relationship between Destination Ontario and the Minister of Tourism, Culture and Sport. The MOU is the official framework that details accountability, administrative, reporting and financial requirements. The MOU also describes the relationships and roles of the Minister, the Deputy Minister, the Chair, the Board of Directors, and the Chief Executive Officer of the organization.

## What is the organizational vision and mission?

**VISION** - To position Ontario as a preferred global destination.

**MISSION** - To generate increased visitation by Ontario, Canadian and International tourists, enhance tourism expenditures in Ontario, and contribute to provincial economic prosperity through impactful marketing and results oriented investment partnerships.



# Destination Ontario



Destination Ontario has four advisory committees to ensure a regular connection and collaboration mechanism for gathering industry input and insights.

## What is the mandate of Destination Ontario?

Destination Ontario's mandate as indicated under the Development Corporations Act is:

- a) to market Ontario as a travel destination;
- b) to undertake joint marketing initiatives with the tourism industry;
- c) to support and assist the marketing efforts of the tourism industry; and
- d) in cooperation with the tourism industry, the Government of Ontario, other governments and other agencies of governments, to promote Ontario as a travel destination.

## What is the structure of the organization?

A CEO manages the day-to-day operations and leads a team of staff to execute the initiatives in the annual business plan. There are 89 full time staff and they are classified as public service employees.

The organization includes a Board of Directors comprised of tourism business professionals who are selected based on appointments by the Lieutenant Governor in Council. A Governance and Nominations Committee provides advice to the Minister of Tourism, Culture and Sport who in turn provides recommendations to the Lieutenant Governor in Council.

To increase collaboration and coordination, ensure effective performance measurement and sector-based perspectives there are four advisory committees that play an important role at Destination Ontario: Regional Tourism Organization Advisory Committee, Sector Advisory Committee, Marketing Metrics Committee, Northern Tourism Marketing Committee.



# Destination Ontario

Under four key areas Destination Ontario delivers strategic activities to support government priorities and traveller spending targets.



# Destination Ontario

A greater emphasis has been placed on being nimble, responsive and focussed on ongoing program evaluation.



## How is it funded?

Destination Ontario receives the vast majority of its funding from ministry transfer payments via the Consolidated Revenue Fund, based on the Government of Ontario's budget planning and allocation process. In 2019-20 the proposed budget is \$39.3 million, partnership revenue expectations are \$2.4 million. In 2016-17 the actual ministry transfers were \$37 million and partnership revenue was \$2.79 million.

## Highlights of initiatives and results

- In order to 'Create a dynamic organization' as set out in Destination Ontario's Strategic Playbook for the period 2018-2021, priority actions include being nimble, responsive and focussed on ongoing program evaluation. There is a specific emphasis on empowering staff to love their work and become brand 'passionists'.
- Destination Ontario also maintains a focus on creating and support inter-ministerial synergies, linking business leaders from various sectors to support tourism and working with Ontario Government agencies and attractions to promote their experiences and initiatives.
- In 2016-17 Destination Ontario carried out numerous stakeholder consultations and 238 outreach meetings.



# NORTHWEST TERRITORIES



## Northwest Territories

Tourism 2020's goal is to increase the value of NWT tourism to \$207 million annually by 2021.



### Does NWT have a long-term tourism strategy?

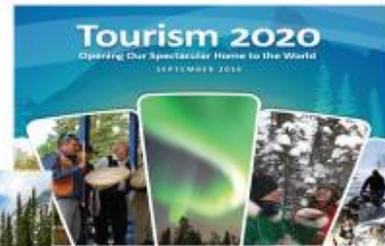
In 2016, the GNWT released Tourism 2020: Opening our Spectacular Home to the World. Tourism 2020 is a five-year plan that outlines the tourism sector investments required to increase the value of NWT tourism to \$207 million annually by 2021. The key investment areas relate to community infrastructure, capacity building, product packaging and Aboriginal cultural tourism.

### Who is the lead organization responsible for marketing, promotion and destination development?

NWT was established in 1996 as a non-profit industry association and it is registered under the Government of the Northwest Territories (GNWT) Societies Act.

### How do they work with the GNWT?

On an annual basis the GNWT enters into a contribution agreement with NWT for the purpose of marketing the territory on its behalf as the official DMO. NWT develops its on budget based on marketing trends and needs. It is then tabled and approved in the Legislature to create more accountability for the funds.



# Northwest Territories

Northwest Territories Tourism has a small staff, two GSA's and two in-market contractors.

## What is the organizational vision and mission?

**Vision** - A thriving, vibrant, sustainable and successful tourism industry.

**Mission** - To grow the tourism industry for the NWT in order to support a strong and sustainable economy.

## What is the mandate of NWT?

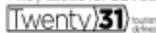
NWT's contribution agreement with GNWT and the associated budget is directly linked to Tourism 2020. There are two types of initiatives that form the core of the agreement: 1) Regional and local marketing activities which partners Regional Tourism Development Officers (RTO), the Regional Superintendents and Northwest Territories Tourism, and 2) Special initiatives as agreed upon between GNWT and NWT. The two organizations also enter into a separate agreement that focuses on parks marketing and management of the convention bureau.

## What is the structure of the organization?

NWT has a CEO/Executive Director and internal staff to deliver the specified initiatives. There are nine staff in Yellowknife and two General Sales Agents (GSA) contractors in international markets to support the travel trade. One GSA is located in Germany and the second is in Japan. To help execute marketing in international markets NWT has partnership agreements with contractors in South Korea, Australia and China.

A sixteen member Board leads the organization by managing performance and governance, representing the tourism industry and advocating on its behalf. The Board consists of seven elected positions, seven appointed positions by Indigenous Governments and two appointed positions by the GNWT.

NWT also has membership opportunities for licensed business or individuals operating in NWT. There are three levels of membership types available with a fee ranging between \$75 - \$175. Through its membership program, NWT is able to grow advertising and marketing partnerships, co-op advertising buy-ins, understand key issues for advocacy purposes and provide professional development opportunities to the industry. There are almost 200 tourism members today.



# Northwest Territories

For the 2017-2018 fiscal year the Government of Northwest Territories and Northwest Territories Tourism contribution agreement was \$3.4 million.

## How is it funded?

NWT is mainly funding through its GNWT contribution agreements but has in the past also secured funding from Destination Canada and the Canadian Northern Economic Development Agency for specific time-limited projects, on behalf of partners.

For the 2017-2018 fiscal year the GNWT and NWT contribution agreement was \$3.4 million (including \$100,000 for the convention bureau). The annual contribution is approved through the GNWT business planning process under the authority of the Minister of Industry, Tourism and Investment.

## Highlighted initiatives and results

- The marketing strategy relies heavily on visitor research and trends made available by the research team at the GNWT.
- One of NWT organizations success factors has been managing staff turnover. They do this by providing training and professional development opportunities so that staff are highly skilled and can manage the workload of the 'always on' marketing environment.
- NWT encourages industry member to invest in marketing their businesses and experiences through partnerships. They offer co-operative advertising, trade show promotion and in-kind support for familiarization programs.
- NWT for 2018-19 decided to reduce the number of internal staff attending trade shows and instead focussed efforts on supporting operators so that they could be prepared and succeed in finding new business and partnerships.
- In 2018-19, as a result of meetings and incentive sales directly related to farm tours revenue of \$0.858 million was realized based on spending related to events.



# Northwest Territories-Private Sector Model

Tourism Delivery Service Models—Interview

<b>Background</b>	<ul style="list-style-type: none"> <li>• Non profit society, constituted under the NWT Societies Act</li> <li>• Industry association + the DMO for the territories</li> <li>• Reports to a board comprised of elected reps from industry sectors, as well as indigenous government representatives</li> <li>• Govt of NWT sits on the board as an ex-officio member</li> </ul>
1. Develop/support vision, goals and values of strategy	<ul style="list-style-type: none"> <li>• Tourism 2020 strategy developed by government;</li> <li>• Industry association with DMO responsibility provides some confusion of roles</li> <li>• Challenge is to be an advocate for the industry whereas funding is mostly from government</li> </ul>
2. Provide accountability to diversity of interests of destination tourism sector and public	<ul style="list-style-type: none"> <li>• Primary accountability is to government, as they are by far the largest contributor of funding</li> <li>• Product development and research responsibilities lie with the government. If they were with the organization it would provide a greater connection to industry</li> </ul>
3. Ability to generate revenue	<ul style="list-style-type: none"> <li>• Gets most of its funds from government allocation</li> <li>• Able to generate additional funds from selling marketing collateral, retail product, tourism conference sponsorship and co-op programs</li> </ul>

# Northwest Territories-Private Sector Model

Tourism Delivery Service Models—CEO Interviews

<b>4. Linkages to performance based funding</b>	<ul style="list-style-type: none"> <li>• No direct linkage as they don't have good direct data to measure visitor spending</li> <li>• Do measure the number of licensed operators in business, and that is growing which demonstrates healthy industry</li> <li>• Industry has grown in the past few years and government has allocated more funding to NWT</li> </ul>
5. Ability to create a competitive organization versus other jurisdictions	<ul style="list-style-type: none"> <li>• The organization can move faster than a government department to hire people given they are an association</li> <li>• Government contribution does come with some constraints</li> </ul>
6. Stakeholder involvement in making decisions (i.e. engagement, committees, etc.)	<ul style="list-style-type: none"> <li>• Minister's Tourism Advisory Committee meets once a year</li> <li>• Provide oversight on behalf of the Minister</li> <li>• NWT holds an annual conference that invites industry and all stakeholders to attend</li> <li>• Conduct annual membership survey and publish a year-end review</li> </ul>



# Content

Introduction

Section 1: Background and Situational Analysis

Section 2: Deep-dive on governance models

Section 3: Strategic Options for Yukon

Section 4: Appendices



Workshop and Discussion



# Content

Introduction

Section 1: Background and Situational Analysis

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Section 4: Appendices



# Yukon

## Yukon

In Yukon the tourism line department ("Tourism Yukon") lies within the provincial Department of Tourism and Culture portfolio. Tourism Yukon consists of three areas to support tourism:

1. Industry Services: Provides advisory, research and planning services. Delivers a Tourism Cooperative Marketing Fund and Product Development Partnership Program.
2. Marketing: Supports tourism partners with marketing focussed on attracting domestic and international visitors.
3. Visitor Services: Promotes Yukon products and experiences in market at six Visitor Information Centres and the media library.

In addition to the services and programs, Tourism Yukon provides transfers provided for assistance and to engage non-governmental organizations to deliver specialized projects and events. Key transfers include:

Organization	Amount
TIAY	\$302,450
WTAY	\$264,000
YFNCTA	\$160,000
YCB	\$200,000
Sport Yukon	\$43,000
Yukon Quest Society	\$200,000
Sourdough Rendezvous Society	\$75,000
Total	\$1,244,450



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## What is Organizational Governance?



Refers to the processes and structures used to direct and manage an organization's operations and activities. It defines the division of power and establishes mechanisms to achieve accountability among internal and external stakeholders, the board of directors and management.

Good governance systems are designed to help organizations focus on the activities that contribute most to their overall objectives and goals, to use their resources effectively, and to ensure that they are managed in the best interests of their stakeholders.

### Perceptions Matter

Most importantly, organizations must not only be well-governed **but must also be seen to be well governed**—this is increasingly referred to 'recognised leadership'—meaning the belief that governance is both a factor of internal and external action as well as perception.



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# What is a Destination Management Organization?

Traditional Role: A Destination "Marketing" Organization

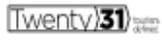
Generally served as intermediaries between hotels, small tourism business and prospective travelers

While starting with leisure expanded to meetings and conventions, incentive travel, sport tourism, events and other ways of attracting overnight visitors

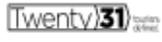
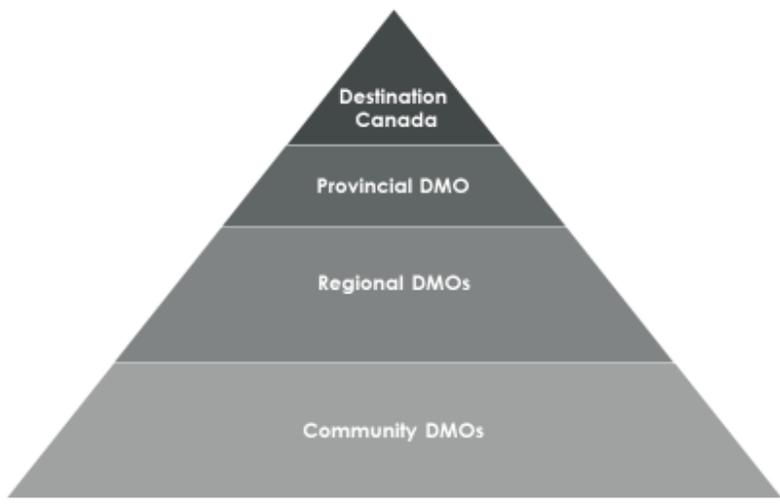
## Role in Transition: Increasingly transitioning to a Destination "Management" Organization

Mandated with marketing a destination for tourism but also in managing the destination—advocating with governments, industry, communities, etc. to manage the destination brand, and encourage investment in product development, and destination development as role in marketing diminishing due to technology.

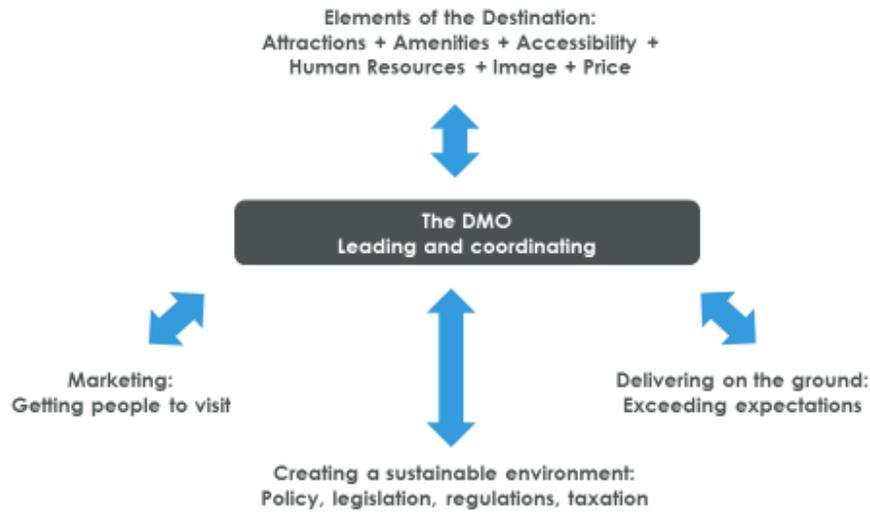
Good governance systems are designed to help organizations focus on the activities that contribute most to their overall objectives and goals, to use their resources effectively, and to ensure that they are managed in the best interests of their stakeholders.



# Destination Management Organizations (Canada,



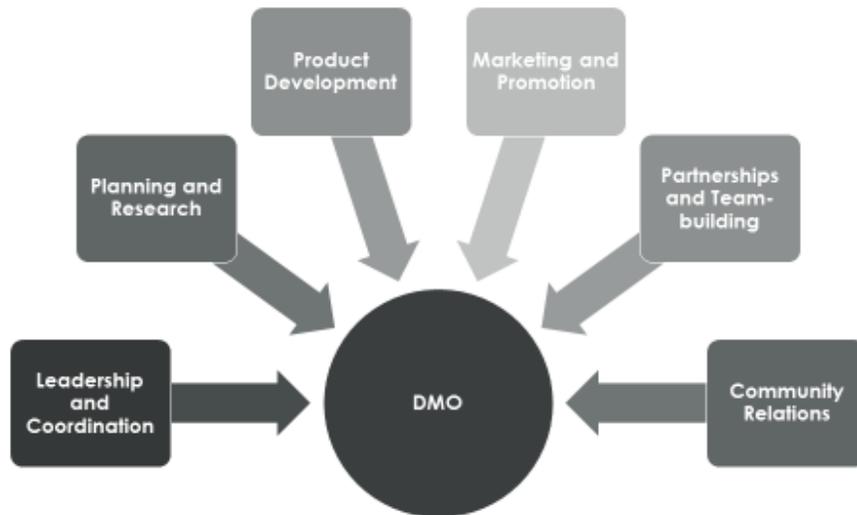
# Destination Management Roles



Twenty31 Source: UN World Tourism Organization, 2007

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# Role of the DMO in Destination Management

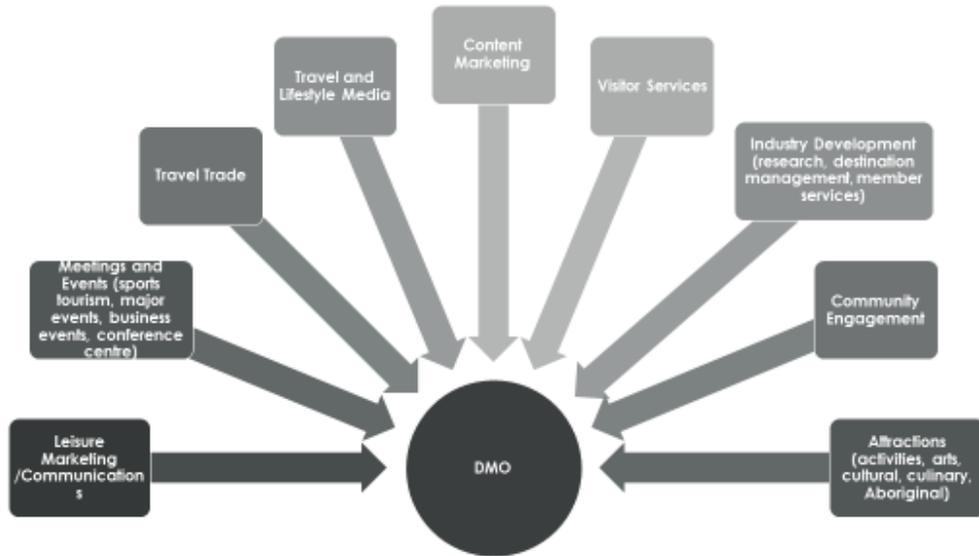


Twenty31 Source: Destination Consultancy Group, 2012

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## Functional Areas of Responsibility of the DMO



## Tourism Hierarchy in Yukon

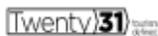


# DestinationNEXT



A survey of 327 DMO's from 36 countries was completed by the Destination Marketing Association International (DMAI) with three key objectives:

1. Uncover key Challenges and Opportunities Facing Destinations
2. Describe the anatomy of a best practice Destination for the future
3. Identify linkages between strong tourism communities and strong Destinations



Source: DMAI – Destination Marketing Association International, July 2014



## DestinationNEXT Driving Factors for Success



Source: DMAI – Destination Marketing Association International, July 2014



# DestinationNEXT Transformational Opportunities



For competitive advantage over the next 5 years:



Source:DMAI – Destination Marketing Association International, July 2014

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## DMO Strategic Directions



The top 20 strategies DMO's will have to embrace fall within three key categories.



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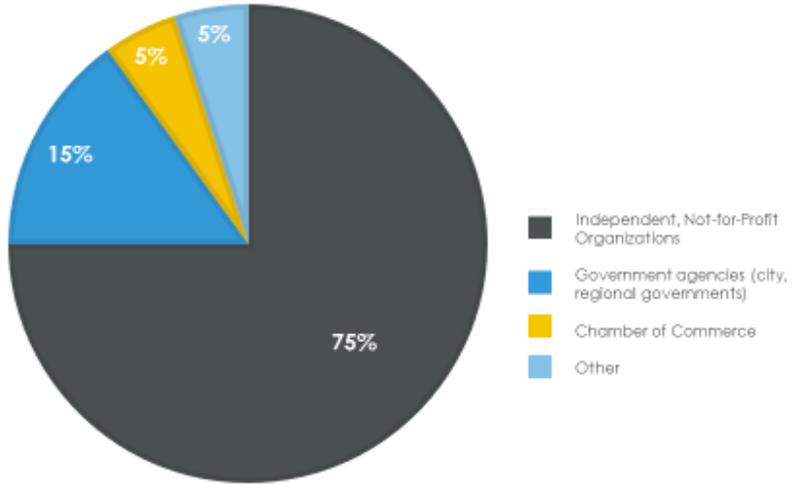


# DMO Governance Models in North America



### Generally speaking:

Major cities, major communities where tourism plays a strong role in the economy, and resort destinations across North America are most likely to be **independent, not for profit, private sector style organizations.**



Source: DMAI study of North American DMO Organizational and Financial Profiles



## APPENDIX D – Tourism Industry Association of Yukon’s Submission to the YTDS Steering Committee

### **Introduction: The Yukon Tourism Development Strategy**

Tourism in the Yukon would not exist without its tourism operators. These individuals have devoted their lives and a significant amount of capital from their own pockets to develop the products and services over the past few decades that have made the Yukon a viable destination. It takes a considerable amount of passion and perseverance to do this.

When developing the strategy that will determine how tourism is planned and managed in the territory for the years to come, it stands to reason that those individuals who live and breathe tourism every day and who have the most ‘skin in the game’, should have the greatest influence on such a plan. After all, this plan sets out to shape the industry that they have created – their very livelihood. The Yukon Tourism Development Strategy (YTDS) Steering Committee has a number of tourism operators on it, which adds an essential industry perspective when reviewing the YTDS outputs at a higher level, however, TIA Yukon believes it tactful to bring forward as many insights from the tourism industry as possible to help ensure that these details are considered when developing the draft strategy.

TIA Yukon makes this submission to the Yukon Tourism Development Strategy on behalf of the Yukon’s tourism industry. TIA Yukon would like to thank the Government of the Yukon for the opportunity to contribute this submission to the Yukon Tourism Development Strategy and appreciates the hard work that has been undertaken on this initiative.

## **Acknowledgement**

It is with great respect and gratitude that TIA Yukon recognizes the Yukon's First Nations, who allow their traditional lands to be shared and enjoyed by visitors. The Yukon's tourism industry continues to be a strong advocate of environmental stewardship alongside its First Nation partners, and a proud supporter of Yukon First Nation efforts to promote their culture through tourism.

## **TIA Yukon's Mission Statement**

TIA Yukon is the visitor industry association forging a common voice and actions to influence, promote and assist the development of tourism in the Yukon. The core values of our Association are to be: Accessible, Accountable, Transparent, and Sustainable.

TIA Yukon's Core Values were established in 1973 by the Yukon's tourism industry, for the Yukon's tourism industry. They continue to endure to this day.

TIA Yukon asserts that these same values should be ingrained into all systems and processes that shape and govern tourism in the Yukon.

## **Industry's Mission Statement**

The goal of the Yukon's tourism industry is to generate revenue from those traveling to the Yukon and within the Yukon in order to create financial sustainability for tourism businesses, so as to distinguish tourism as one of the main economic drivers of the territory.

The industry strives to make the Yukon a year round destination and to promote and preserve the qualities of the Yukon that make it unique: its culture, its history, its pristine environment, and the dynamics of its communities.

## WHERE ARE WE NOW?

### SWOT Analysis

Based on feedback from TIA Yukon members over the past year (May/17-May 18), these are some of the key perceptions about the current state of tourism in the Yukon that should be noted:

#### STRENGTHS

- Funding programs that help the industry (TCMF, Ec. Dev.)
- Yukon Now Campaign
- Partnerships within industry
- Air North's Yukon presence means access to good flights and competitive rates
- Strong sense of community and a small jurisdiction – easier to rally Yukoners around a campaign or cause (easier to congregate to plan compared to ON, BC, etc.)
- Multitude of NGOs reflects diversity of the Yukon's tourism industry and strengthens each sector
- The Yukon has a strong brand that continues to endure

#### WEAKNESSES

- Communication from Tourism Yukon to industry
- Research conducted by Tourism Yukon is often considered unreliable due to collection challenges and lack of independent oversight and is often at odds with the reports of operators
- Tedious reporting requirements and/or outdated criteria that do not allow for flexibility
- Lack of standards and regulations
- Staffing challenges
- Lack of infrastructure upgrades (better signage, more outhouses, more garbage bins, better/cheaper internet, etc.)
- Poor management of Yukon airports (lack of policies, lack of service standards, deterioration of infrastructure, government run design does not maximize opportunities for consumer services and spending, etc.)

- No high end accommodations
- Low availability of accommodation during peak season
- Low quality of some offered products and services
- Poor customer service
- Difficult to access capital
- Difficult to access land
- Slow decisions related to land use conflicts (i.e. Takhini Hot Springs)
- Many outdated YG policies/products are having a negative impact on efficiency and/or image: FAM tour policy, 'As the Crow Flies' VIC film, vacation planner, etc.
- Road maintenance in general is very poor; road conditions on North Klondike limits RV travel to Dawson
- Whitehorse has no specific tourism rep and is not developed as a destination – lacks products and services, especially in the evenings
- Multitude of tourism NGOs can be a drain on the talent pool when it comes to populating boards and committees

## OPPORTUNITIES

- Room for growth in regards to offering of products and services and improving existing products and services
- New Air North flight routes and increased access from paving of the Dawson runway
- Growth of winter tourism (recent increases in new markets: Mexico, Australia)
- Opportunity to use VIC in an innovative way to maximize use
- Opportunity for the Yukon to capitalize on visitor interest in sustainable travel and destination sustainability
- Yukon College's transition to Yukon University could lead to training and experiential opportunities
- Niche experiences such as culinary, astronomy, and paleontology are being developed and gaining interest
- Recent interest from Yukon First Nations in developing tourism, could lead to great opportunities for new tourism products, services, and experiences
- Impact of political decisions (i.e. easier for some nationalities to obtain a VISA for Canada; greater interest in Canadians seeing Canada).
- Shoulder season capacity remains (albeit much smaller than 10 years ago).

## THREATS

- Lack of capacity (especially in communities)
- Impacts of climate change means greater chances of severe weather and natural disasters (fires, floods, etc.)
- Impact of political factors (i.e. economic uncertainty)
- Rising cost of fuel and other travel costs
- Lack of succession planning could lead to reduction in products and services, and be a detriment to industry sustainability
- Cuts to tourism marketing and infrastructure (i.e. ferries) in Alaska
- Perception that tourism is now 'bureaucracy led', and no longer 'industry led' due to assumptions made by YG as a result of Tourism Yukon Industry disconnect – this causes strain in relationships and worsens gaps in communications

## WHERE ARE WE GOING?

### Industry's Vision and Map for Growth

The Yukon will become a leader in northern experiential and educational tourism, evolving into a boutique, year round destination that each Canadian will feel the need to visit at least once in their lifetime. Sustainability will be the core guiding principle of tourism in the Yukon; revenue generation and community development will be its primary goals and these must be intertwined. The Yukon will create a well-rounded narrative by leveraging the things that make it one of a kind, in particular, its culture, and its sense of community. It will develop iconic attractions and unique experiences that allow it to stand out from its competitors; and will be creative and resourceful in finding new ways to tell its story.

### Targets

- Reach the target of 3% growth in tourism revenue each year for the territory
- Increase visitor spend from Canadians (non-Yukon residents) by 2% each year

- Reach the target of 1% tourism related job growth in the territory each year
- Develop a mechanism for accurately measuring tourism revenues in Yukon communities and have it in place before March 31, 2019

## HOW WILL WE GET THERE?

### Make sustainability more than just a buzz-word

Destinations like Costa Rica have incorporated sustainability into their long term tourism strategies. More than this, they have made sustainability part of their identity. It's working.<sup>2</sup> Many travelers these days value the opportunity to give back to the places they visit – the rise of voluntourism and eco-tourism are key indicators of this. Businesses and destinations that can demonstrate that they have adopted sustainable best practices are seen as being conscientious, forward thinking, and are often considered higher quality.<sup>3</sup> From a practical point of view, destinations and businesses that focus on sustainability save money and time in the long term. Once the initial investments are made, it creates certainty, requiring less time, energy and money to keep things running consistently.<sup>4</sup>

TIA Yukon designed its 2017 conference around the theme 'Sustainable tourism N60 and Beyond'. This was done to recognize the fact that 2017 was the International Year of Sustainable Tourism for Development, and to encourage the Yukon's tourism industry to start thinking about sustainability in our region. A few months later, in Victoria, BC the IMPACT conference was held to facilitate the first national discussion on sustainable tourism in Canada. Both conferences highlighted the fact that tourism is at a pivotal point – more people around the world are traveling than ever before. With terms like 'overtourism' becoming more widely used, many believe that increases in

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<sup>2</sup> SKAL. <https://www.skal.org>. (May, 2016). Why Going Green Pays Off.

<sup>3</sup> Tourism Industry Association of New Zealand. <http://www.tourism2025.org.nz> (March, 2014). Tourism 2025.

<sup>4</sup> Destination British Columbia. <https://www.destinationbc.ca>. (December, 2015). Tourism Business Essentials: Sustainable Tourism.

volume should not be the defining measure of tourism success (according to a March 2018 TIA Yukon survey, 90% of the respondents felt that visitor spend was a better or equal indicator of success). As highlighted in the presentations delivered at the TIA Yukon conference by the Consul General of Costa Rica, and a former Destination Manager from Norway, global tourism leaders are seeing the benefits in shifting their focus from quantity of visitors that a destination can bring in, to the quality of experience that they can offer visitors (which tends to lead to guests that stay longer and spend more).<sup>5</sup> Investing in higher quality experiences generally leads to more investment in communities, and more positive and meaningful interaction between residents and visitors.<sup>6</sup>

To maximize the Yukon's tourism potential, sustainability needs to be the fundamental guiding principle that influences all decisions. This means ensuring that tourism is developed to ensure that it is economically, environmentally, culturally, and socially sustainable.

## QUESTIONS TO CONSIDER

- *How can we plan accordingly to ensure that the number of visitors does not exceed the capacity of our communities?*
- *How do we increase tourism revenue while ensuring that the quality of the things that make the territory appealing as a destination aren't diminished by the volume of people passing through the territory?*
- *How do we leverage tourism to provide maximum benefit for the Yukon's communities, and how can the communities contribute to growing tourism revenue?*
- *Given that visitation from China to Canada has been experiencing astronomical growth year over year (40-50%) and that other provinces that have pursued the China market have also experienced similar increases, is the Yukon equipped to absorb this kind of volume without having it affect the quality of the destination?*
- *How can we properly address the issues that are being reported regarding a lack of capacity (accommodations, staffing, community infrastructure, etc) in a*

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<sup>5</sup> [www.tiayukon.com](http://www.tiayukon.com). See Industry Resources

<sup>6</sup> Ferlano, Jessica. <https://www.businessinfocusmagazine.com>. (May, 2014). Tourism and Its Many Benefits.

*sustainable way so as to ensure that the Yukon's tourism industry continues to thrive?*

## RECOMMENDED ACTION

- *Strategies need to be created to ensure that each of the four pillars of sustainability (economic, environmental, cultural, and social) are well developed and managed. A joint YG-industry committee should be established to monitor progress, advise, and consistently develop these pillars.*
- *YG needs to invest in an established set of sustainability criteria that is globally recognized, such as EarthCheck or Green Key, and have a designated position working towards becoming certified by one of these bodies. Thompson Okanagan Tourism Association (TOTA) should be used as a reference in this regard.*
- *The United Nations Goals for Sustainability should be incorporated into the Strategic Plan:*  
<https://www.un.org/sustainabledevelopment/sustainable-developmentgoals/>

## Acknowledge the Leading Role of Industry

In today's world, things move quickly, and they're only getting faster. Travel trends are changing and the Yukon needs to be able to adapt swiftly if we want to stay ahead of the curve.

There's a saying: organizations are either speedboats or aircraft carriers. For illustrative purposes: those who work in the world of business and NGOs in the Yukon, are the speed boats on the sea, their smaller size makes them more susceptible to the waves that may come, but provides them with the ability to be nimble and maneuver quickly when needed. As an aircraft carrier, the Yukon Government has the capacity to absorb whatever impact rough waters may bring, but to plot a new course takes all hands on deck and is a lengthy process.

Sometimes, when working together, the differences between these two types of organizations can lead to tensions.

Picture this: a fleet of speedboats in the water ahead of the aircraft carrier notice a shallow reef that doesn't appear on any maps. The aircraft carrier is moving straight towards it - if struck, the reef would cause considerable damage to the ship. The speedboats radio the command of the large vessel and inform them of their findings. Command disregards the warnings, putting more trust in its outdated maps and the thick hull of their ship than the observations of those patrolling the waters ahead. The speedboats desperately sound their horns, but far above them on the bridge of the aircraft carrier, the commanding officers continue to order the aircraft carrier to maintain its course, believing that they know better.

Tourism Yukon has done some great things to promote the Yukon, in particular the Yukon Now initiative that began advertising the Yukon on television in 2015, and assisting operators with showcasing their businesses and developing product through the Product Development Partnership Program (PDPP) and the Tourism Cooperative Marketing Fund (TCMF). There is good work done at Tourism Yukon, but because it is a large vessel powered by bureaucracy, it moves slowly. It moves too slowly to fulfill all of the needs of the industry. Evidence of this can be found in outdated policies and products: the film at the Whitehorse VIC that's over 20 years old (*As the Crow Flies*), the vacation planner, FAM tour policy, criteria for the TCMF - to date, none of these items have had tangible updates delivered, even though they've appeared as SMAC recommendations - some of them, several times, and many of them, over a span of several years. If these internal changes take this long to action, how much chance does Tourism Yukon have of adapting to external changes quickly, such as visitor trends?

Tourism Yukon needs to trust the industry experts. These players have invested their own money into ventures and their success speaks for itself. These individuals know where the key opportunities are and where they will be because they are on the ground, carefully investing their own dollars where they see the best returns.

This is why tourism marketing in the Yukon needs to return to being 'industry led'. An aircraft carrier can accomplish a lot, but it can't be a speedboat. It's not supposed to be. The best results come from each party knowing their strengths, defining their roles based on their strengths, and having faith that they'll support one another in these roles for the benefit of all parties. This is the foundation of a solid partnership.

To allow tourism in the Yukon to reach peak performance, a new governance model needs to be implemented that enables tourism to be truly industry led, with government in a supportive role.

#### RECOMMENDED ACTION:

- *Restore the term 'Industry Led' to Tourism Yukon's mission statement so that it is clear that marketing decisions are being made based on the needs of the industry and not on the inclinations of the bureaucracy.*
- *Revise the SMAC ToR to reformat the committee so that it is co-chaired, by a representative of TIA Yukon and the Deputy Minister of Tourism and Culture. TIA Yukon would continue to be responsible for the administration of the committee, and recommendations would continue to be passed from the committee to the TIA Yukon Board, and onto the Minister of Tourism and Culture. The Minister and TIA Yukon Chair would have a standing offer to participate in any SMAC meetings and would be invited to join the SMAC for lunch during each session.*
- *Acknowledge that the Yukon tourism industry is growing to a level that will benefit from the path other jurisdictions have taken: the Yukon should form an industry-led crown corporation to manage the marketing of tourism in the territory.*

#### **Create the Right Climate for Investment**

One of the main challenges with the Yukon today, is that the conditions are not ideal for starting or growing a tourism business.

Access to land presents a challenge for some would-be operators that want to create a medium to large scale enterprise or expand their existing operations.

This comes as a surprise for many, given the number of vacant lots, open spaces, and the sheer size of the territory.

Access to capital is another common challenge for start-up businesses and those looking to grow. Banks are often unwilling to finance tourism ventures without a substantial down payment up front. Foreign investors and co-op type arrangements require more certainty that an operation will be turn-key before investors make a commitment.

Tourism infrastructure is badly in need of being installed or upgraded. Internet and cell service throughout the Yukon needs to be enhanced, aging airports and runways need to be improved, roads need to be upgraded to accommodate more traffic and bigger vehicles, and more visitors means that the Yukon Government needs to provide and maintain more portable toilets and garbage cans, especially in the rural areas near communities.

One of the root causes of the challenges that operators face is the fact that some tourism regulations and policies that were designed years ago, are outdated and do not address current realities. For example, when some of the existing tourism policies were put into effect, winter tourism was not a factor and the Yukon received far fewer visitors than it currently does. While some of the existing policies and regulations risk tying up potential investors in red tape, others are creating loopholes that allow fly-by-night businesses to operate under the radar without fear of reprisal.<sup>7</sup>

#### QUESTIONS TO CONSIDER:

- *How can we attract investment in tourism operations to the Yukon without creating an unlevel playing field for those that are here?*
- *What would be the best way to stimulate iconic product development?*

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<sup>7</sup> [www.tiayukon.com](http://www.tiayukon.com). See Industry Resources

- *How do we create investment tax incentives to encourage investment in tourism in the territory while continuing to prevent taxes such as airport and hotel taxes that would make the region uncompetitive?*

#### RECOMMENDED ACTION:

- *YG should coordinate a quarterly meeting to allow for face-to-face freeflowing dialogue between the Deputy Ministers of Tourism and Culture, Community Services, Environment, Economic Development, and*

*Highways and Public Works, City Managers/CAOs of Yukon*

*Municipalities, TIA Yukon, the Association of Yukon Communities, and the Yukon Chamber of Commerce. These meetings should specifically discuss infrastructure needs in the territory to ensure we have enough capacity to accommodate increases in visitation, and that we are working in unison to make the territory attractive for visitors and potential tourism investors.*

- *YG should earmark a portion of the new federal infrastructure funding it is receiving and allocate this to an annual tourism support fund (ie. infrastructure projects that will stand to benefit tourism in the territory). These projects do not have to only focus on tourism, but in the rationale for the investment it should be highlighted how the projects will benefit the industry.*
- *YG (Economic Development and Tourism & Culture) should fund a 'Yukon Tourism Investment Committee' administered by TIA Yukon, to conduct research into tourism investment attraction, best practices in product development, feasibility studies for potential iconic product, as well as developing tools and recommendations that would assist in attracting more local and foreign investors, and ultimately the creation of new, high end (\$1 million +) tourism product in the Yukon.*
- *A tourism investment policy should be put in place by YG, to ensure that we are adhering to global best practices, creating clear guidelines that set out to attract reputable investors that give back to the community, and give preference to investors with a local connection as opposed to foreign owned entities.*
- *All current policies and regulations relating to tourism (especially those pertaining to wilderness tourism) should be properly enforced by YG. Government and industry should work to develop communication strategies to educate people about existing policies and regulations. Policies should be reviewed frequently by YG, in concert with TIA Yukon and WTAY, to ensure existing regulations are meeting the current need.*

## **Celebrate our Uniqueness and See it Through the Eyes of Visitors**

The Yukon must leverage the things that make it one of a kind, to create a wellrounded story that both intrigues and inspires. Yukon First Nations culture, culinary tourism, the Klondike history, Air North, and untouched wilderness are all parts of this narrative. The colourful personalities that exist in the Yukon are part of who we are; the strong sense of community that brings so much diversity together is truly something special that leaves a lasting impression on visitors.

The Yukon has the potential to carve out a niche as a leader in northern experiential and educational tourism. The mysticism of the Yukon lends itself to peaking curiosity; the fact that there is so much public interest in the North these days presents a great opportunity for the Yukon's tourism community to pursue. Through strategic partnerships and programming, we can find ways to draw people to the Yukon, not just to see the territory, but to fully learn about it and experience it. Several organizations already do a great job with interpretation – we should find ways to interconnect to maximize the visitor learning experience. The tourism community should work to weave lessons about the unique aspects of the Yukon so that visitors are learning about the Yukon from the moment they arrive to the moment they depart. Themes that would provide great 'teachable moments' would include (but not be limited to) climate change, wildlife conservation, outfitting and trapping, outdoor survival, First Nation selfgovernment, Yukon culinary and agriculture, and astronomy. This would create a real connection between the visitor and the destination, arming them with accurate information that they could bring home with them to inform and intrigue others. When people connect with a destination, they tend to care more about it.<sup>7</sup>

During the Gold Rush, people had to find ways to survive against the harsh climate and make a living if they didn't strike it rich. This kind of creativity and adaptability are traits commonly found in the Yukon to this day.

The tourism community needs to take risks and try new things. Niche sectors like health tourism, educational tourism, volun-tourism, and other unconventional areas should be explored. Let no stone go unturned – that’s where the gold is hiding.

## RECOMMENDED ACTION

- *SMAC and Tourism Yukon should identify a list of potential learning opportunities for visitors and articulate ways that strategic programming could be implemented.*
- *SMAC and Tourism Yukon should jointly develop strategies to better appeal to and enhance the visitor experience for Visiting Friends and Relatives (VFR) and Fully Independent Travelers (FIT)*

<sup>7</sup> Hosany, Sameer; Prayag, Girish; Deesilatham, Siripan; and Odeh, Khaled.

[http://scholarworks.umass.edu/ttra/2013/AcademicPapers\\_Oral/9](http://scholarworks.umass.edu/ttra/2013/AcademicPapers_Oral/9) (2016). "Measuring Tourists' Emotional Experiences: Further Validation of the Destination Emotion Scale". Tourism Travel and Research Association: Advancing Tourism Research Globally.

- *TIA Yukon and Tourism Yukon should develop a closer working relationship with Yukon College to see if there are opportunities for experiential learning for visitors that could be developed, such as through the Cold Climate Innovation Centre.*

## Use our resources more effectively

The Yukon is a remote destination with a small population. Human and capital resources are limited. We therefore need to look at ways that things could be streamlined to create better alignments and efficiencies to make operations more seamless.

Industry has noted that the hard working staff at Tourism Yukon are often overwhelmed with the amount of work on their plates.

This is largely regarded as being the result of the department's wide ranging activities: not necessarily work that it has been tasked to manage but an increased load that it has created for itself over time. This build up is common in organizations, as it accumulates incrementally over time. The perception from industry is that Tourism Yukon is stretched too thin. The answer is not encouraging more government bloat by creating new positions to fill; the answer, in industry's view, is for Tourism Yukon to scale back its activities and to concentrate its attention on fewer things. The less things on which to focus, the more focus that can be put on them.

There are a number of tourism NGOs that operate in the territory, funded in part by government. These NGOs provide services to tourism operators and groups who make up the various sectors of the tourism industry. TIA Yukon is one such organization. Many of these NGOs have existed for decades and formed to fill a need. As the tourism industry evolved, so did these needs, and several groups were created to foster and support specific sectors. All of the relevant tourism NGOs have loyal memberships and boards made up of hardworking volunteers from the industry. Given the number of NGOs and the length of time that they've been in operation, it would be wise for the industry to review the mandates of each organization to avoid duplication, and to identify opportunities for streamlining through possible mergers or cost sharing of resources. This could help create efficiencies with budgets and volunteer time.

## QUESTIONS TO CONSIDER

- *Is the Yukon in too many markets?*
- *How does Tourism Yukon rationalize which markets to pursue?*
- *Are there assets and/or responsibilities that Tourism Yukon could download to tourism NGOs?*
- *Are there opportunities for tourism NGOs to amalgamate and/or cost share?*
- *Do some NGO mandates need to be expanded to adapt to current needs?*

## RECOMMENDED ACTION

- *Tourism Yukon should request an independent analysis be conducted on the effectiveness of their current marketing strategy, and a cost benefit analysis for reducing the number of markets in which they are present*
- *TIA Yukon in partnership with its NGO partners should access funding for an independent analysis of the tourism NGO community to identify gaps, duplication, possible opportunities for cost sharing and/or mergers, and recommend possible responsibilities currently undertaken by YG that may make sense to transfer to certain NGOs.*

### **Make Staffing & Succession Planning a Priority**

Across Canada, tourism labour needs continue to rise, and reliable, skilled workers are getting more difficult to find. The Yukon is no exception. Tourism businesses are not able to properly operate without qualified employees, and while government programs like the Temporary Foreign Worker Program (federal) and the Yukon Nominee Program (territorial) are working for some, the fact is that there is a global shortage of tourism and hospitality employees. Estimates show that this issue is expected to get worse.

In the Yukon challenges to recruit and retain staff are often exacerbated by a lack of affordable housing, especially in communities like Dawson.

Adding to the complexity of this challenge, many tourism operators in the Yukon don't have a succession plan in place for their business. This means that when it comes time to pass the torch onto a successor, it could result in knowledge and experience being lost in the transfer, operators being stuck in a perpetual holding pattern of not being able to cash out on their life's work, and potentially lost product from the market. This is a serious concern in a small region during a time when less people are getting into the industry.

## QUESTIONS TO CONSIDER

- *How can we encourage more Yukoners to pursue a career in tourism and hospitality?*

## RECOMMENDED ACTION

- *The Yukon's tourism community should consider staffing to be as important as the other fundamental parts of tourism: access, product, and marketing.*
- *YG should provide funding for TIA Yukon to create a campaign to recruit and retain qualified tourism employees from other parts of Canada. The campaign could include the development of promotional material showcasing the Yukon as a great place to live and work.*
- *Efforts should be made by TIA Yukon and supported by YG to help operators learn more about succession planning and to create opportunities for industry mentorship and professional development.*

### **Make decisions based on reliable and transparent research**

Good decisions are based on good research. In order for research to be determined to be reliable, the process by which it is collected needs to be trusted. If there is no transparency, there is no trust.

In order for the Yukon's tourism industry to have faith in research developed by Tourism Yukon pertaining to the industry, the process must be able to be tracked and understood, and results must be fully accessible.

For success to be measurable, benchmarks need to be defined well in advance so that results have something with which to be compared.

Conflicts of interest for those conducting research, should always be taken into account. Checks and balances need to be in place to prevent both real and perceived conflicts.

When it comes to research, especially research conducted in a small community, perception can be more powerful than reality.

Going forward, the Yukon's tourism success should be measured mostly through visitor spend, length of stay, and impact on the Yukon's communities, with visitation numbers being a much smaller piece of the equation. Key performance indicators must be clear, set well in advance, and research must be objective.

### QUESTIONS TO CONSIDER

- If research is being conducted internally that would directly influence department policy and/or departmental performance measures could the department's interests lead to a compromise in the integrity of the research?
- Why isn't TIA Yukon or SMAC asked to contribute questions that would be of interest to industry so that they can be included in studies like the Visitor Exit Survey, as has been done in the past?
- Did Tourism Yukon base its decision to invest marketing dollars in the China market on data indicating that this decision would be in line with the interests of industry?

### RECOMMENDED ACTION

- *Tourism Yukon should second a research analyst to TIA Yukon so that research on the Yukon's tourism industry is conducted as a joint process between industry and government. This would allow more oversight and subsequently prevent perceived conflicts of interest, which would restore industry trust in the process and lead to more industry buy in.*
- *On major research projects where perceived conflicts of interest are a factor, Tourism Yukon should hire a third party contractor to take the lead to ensure objectivity.*

## **Break down silos and fill gaps by renovating outdated structures**

Communication from Tourism Yukon to industry needs to be greatly improved.

Initiatives are often launched without industry having been consulted beforehand, and sometimes, key industry players are not even informed afterwards. Information that goes to some industry groups, doesn't make it to others. Concerns that are raised by operators, often do not receive follow up unless they are repeated or TIA Yukon is engaged, and even when this happens things often drag on or are left unresolved.

In addition to this, communication between key government departments responsible for overseeing aspects of tourism (ie. Environment, Highways & Public Works, Education, Economic Development, and Tourism and Culture) has been in disarray for years. Even Tourism Yukon and the Culture branch, though both under the same Department, and even under the same roof, have reportedly had issues in this regard. The left hand doesn't know what the right hand is doing.

YG has a communications problem. Because Tourism Yukon relies on working with multiple partners internally, with industry, and with other government bodies, the issue is especially evident, and problematic in this department. Because communication is so important to maintaining healthy relationships, partnerships between Tourism Yukon and industry have become strained more frequently in the past few years.

One of the underlying challenges that is amplified by the breakdown in communications, is the division between tourism and culture that exists in the Yukon. Many on the industry side would say that Tourism Yukon doesn't do enough to promote culture. The programs at Tourism Yukon and Economic Development often don't accommodate the needs from the arts and culture sector. Many culture based organizations don't believe that they have a strong enough voice because they aren't able to move things forward to the extent that they want to given the current structures that are in place.

This is something that TIA Yukon can help to enhance. A substantial reorganization of the current system could create efficiencies that would revitalize communication and provide more focused support for both the tourism and cultural sectors.

## QUESTIONS TO CONSIDER

- *How long would a major restructuring take? Are there solutions we can put in place in the short term?*
- *How do we address other gaps in the system, such as the fact that there is no tourism marketing body to specifically represent Whitehorse?*
- *How does YG define culture?*
- *How should the tourism community work together to address the gaps that are preventing the development of sport tourism in the territory?*

## RECOMMENDED ACTION

- *The Yukon Government should explore the concept of splitting the Department of Tourism and Culture into two separate departments: the Department of Small Business and Tourism and the Department of Arts and Culture. The Department of Economic Development could be dissolved, with the bulk of the resources being transferred to Small Business and Tourism and the remainder going to the appropriate departments. This model would provide more alignment between tourism and business (as is the case at the federal level) and would provide the arts and cultural sectors with the distinction, and resources they are due. Under such a structure, tourism marketing should be reallocated to a separate crown corporation, and the new Department of Small Business and Tourism should focus on business development.*
- *YG should explore the possibility of developing a Sport Directorate which would be adequately funded and bring more focus to the development of sport tourism in the Yukon.*
- *When TIA Yukon reviews its bylaws this year, revisions should be proposed to the membership that would enable the cultural sector to have more of a voice through TIA Yukon.*

## Become a Bucket List Destination for all Canadians

When people think of the Yukon, it stirs up a sense of curiosity and adventure. The Yukon is referenced in pop culture and mentioned in Canadian curriculum and yet remains largely unknown to Canadians; an exotic, distant land to many, yet it is still part of Canada. It is a part of the country that most Canadians never get a chance to see. This is an opportunity that needs to be seized.

In 2017, Canada 150 celebrations encouraged Canadians to go out and explore Canada. This planted a seed: people were motivated to go down the path to purchase, in part because national pride dictated that they should see their country. This contributed to record visitation numbers across Canada.

What if we could continue the momentum created by Canada 150 but direct people to the Yukon specifically? If we could position the Yukon as the part of the country that every Canadian needs to experience at least once in their lifetime, it would create a steady stream of visitation for the long term; it would increase short haul traffic from gateway cities which would support festivals and events, provide business for Air North, extend the shoulder seasons and encourage more winter visitation; it would alleviate issues with staffing, as it would promote the Yukon as an exciting place to live and work; and it would raise the prestige of the Yukon in Canada which would add weight to the territory's political clout in the federation.

### QUESTIONS TO CONSIDER

- *Would Air North be able to extend further across the country if more marketing dollars were spent in Canada?*

## RECOMMENDED ACTION

- *YG should work with TIA Yukon, Parks Canada, and Yukon communities and First Nations to develop a compelling marketing strategy that would appeal to Canadians, ideally dovetailing with Yukon 125*
- *YG should invest more marketing dollars in Canada*
- *TIA Yukon with support from government partners, should explore the feasibility of how dynamic educational material featuring the Yukon can be added to educational curriculum in every province and territory in Canada*

### Embrace Our Advantage for Air Access

One only need look at the initiatives undertaken by Icelandair and Air New Zealand and the corresponding uptick in tourism revenue in their respective countries of origin to understand the major impact that airlines can have on a region's economy when the destination is an integral part of the airline's identity.<sup>8</sup>

The Yukon is incredibly fortunate to have Air North based here, and that it has chosen to brand itself as "the Yukon's Airline". This puts the territory in an enviable position that most countries aren't even afforded.

Much of the Yukon's tourism success has been a direct result of the access that

Air North has created through affordable, regularly scheduled flights between the Yukon and gateway cities and between Yukon communities. Air North's contributions to tourism in the Yukon go far beyond transportation of people and goods - the fact that they are based in the territory means that they employ over 600 Yukoners; their marketing efforts as 'Yukon's Airline' promote the Yukon brand to help put the territory on the map; and in addition to being a great partner to Yukon businesses and organizations, they are a major source of sponsorship for community events and initiatives that drive local tourism.

Much like the husky on the Yukon flag, Air North has become synonymous with the Yukon - a symbol that Yukoners have come to see as a companion, beloved for its loyalty to the territory and hailed for boldly blazing new trails, reliably moving people from one place to another, and safely bringing them back home. Air North's top notch customer service and community focused approach to business make it stand out in the world of airlines, and because it so passionately ties its brand to the Yukon, Air North is an asset that adds to the Yukon's uniqueness.

#### **RECOMMENDED ACTION:**

- *All tourism stakeholders need to support Air North in its work to open new routes to new destinations and to help promote the Yukon in its gateway cities if we hope to get tourism in the Yukon firing on all cylinders.*

<sup>8</sup> Owram, Kristine. <http://business.financialpost.com>. (June, 2015). How Iceland's Airlines Have Helped Spur a Tourism Boom, Lifting Its Battered Economy Back to Health; Tourism Industry Association of New Zealand. <http://www.tourism2025.org.nz>. (March, 2014). Tourism 2025: Growing Value Together.

*Whenever possible, all efforts should be made by the Yukon government to align the Yukon's domestic marketing targets with those that support Air North's strategic plans.*

- *Once Air North has mastered the GDS system, the Yukon government should review the opportunities that this presents for the Yukon and work with Air North, and key industry stakeholders to pursue them.*

## Conclusion

Tourism in the Yukon has incredible potential. We are in a strategic geographical position to take advantage of our proximity to Alaska, British Columbia, and Alberta, and to benefit from the distinction of being located North of 60. Our territorial status allows us access to federal government funds to support the development of business. The First Nation self government structure in the Yukon is one of the most unique and progressive in the world. The growing interest in First Nation culture coupled with the interest of Yukon First Nations to develop tourism, offers amazing opportunities for more tourism experiences throughout the Yukon. This will be key to building capacity in Yukon communities.

The Yukon's abundant resources in relation to its small population puts us in the enviable position of being able to pilot new projects at a community level. This could allow us to literally become a global leader in a niche tourism sector. The Carcross youth involved with Singletrack 2 Success are a shining example of what we can do when we work together. The Yukon's strong sense of community increases our odds of success, but there is a caveat to this: it comes down to seeing the forest instead of individual trees, and working in unison as a team, as opposed to getting caught up in the rivalries, disagreements, and general tensions that come with family dynamics.

We need to take risks. We need to make sure that the risks we take are responsible, but we need to do this without putting them into a perpetual study cycle where good ideas go to die.

Making the Yukon truly sustainable would be a game changer for the industry, and could revolutionize the territory as a whole. It's something that we should strive for, and it's something that's within reach.

The Tourism Industry takes heart in the appointment of Industry players to the YTDS Steering Committee. This is critical to the credibility and ultimate buy-in to the plan by the people who deliver tourism in the Yukon. TIA Yukon looks forward to working with the Tourism Department to deliver a plan that is truly an optimal “road map” to success of Yukon’s Tourism Industry in the decades to come.



## APPENDIX E – YG Boards and Committees Policy

**GOVERNMENT OF YUKON POLICY 1.8  
GENERAL ADMINISTRATION MANUAL  
VOLUME 1: CORPORATE POLICIES - GENERAL  
TITLE: BOARDS AND COMMITTEES  
EFFECTIVE: 99 10 15 (Revised: 2008 12 11)**

### **1. SCOPE**

#### **1.1 Authority**

1.1.1 This policy is issued under authority of Cabinet meeting No. 99-33, dated October 15, 1999.

#### **1.2 Application**

1.2.1 This policy applies to all departments, as defined in Policy 1.1.

1.2.2 This policy applies to Government of Yukon boards, committees, associations, commissions and corporations (hereinafter referred to as boards and committees) that are established by statute and appointed by the government or established by a Minister or department and approved by Cabinet with members appointed by the government.

1.2.3 This policy does not apply to:

intergovernmental and interdepartmental coordinating bodies composed entirely of public servants; short-term task oriented working groups, even if members of the public are involved;

boards and committees established at the request of an industry, organization or community, whose primary purpose is to serve the interests of the sector involved;

ministerial appointments to school councils (as the positions are elected).

#### **1.3 Purpose and Principles**

1.3.1 In cases where the Yukon Government is the sole appointing authority, and where membership is not already defined by legislation, the Yukon Government is committed to membership on government boards and committees that is representative of Yukon society, including gender, age, First Nations people, youth, visible minorities and people with disabilities. In other instances, the Yukon Government will make best efforts to ensure that nominations and appointments of members to boards and committees ensure representation of gender, age, First Nations people, youth, visible minorities and people with disabilities.

1.3.2 The intent of this policy is to ensure timely appointments based on informed decisions by Ministers and Cabinet.

1.3.3 This policy establishes roles and responsibilities for administering appointments to Yukon Government boards and committees as defined in 1.2 of this policy.

1.3.4 Ministerial appointments to boards and committees are subject to Cabinet approval.

1.3.5 This policy provides for payment of honoraria to members of government boards and committees as established in Schedule A to this policy. Honoraria are paid in an equal way, in recognition of service to the public. Honoraria are not intended to replace income that a board or committee member could have earned instead of performing the public service.

1.3.6 Members of the public service, including the federal and municipal public service, who are appointed to a board or committee in an official capacity as a government representative, are not eligible to receive honoraria under this policy.

## **2. ROLES AND RESPONSIBILITIES**

### **2.1 Cabinet is responsible for:**

- appointments to government boards and committees;
- the establishment of new boards and committees;
- the honorarium rates for boards and committees and the category to which boards and committees are assigned;
- any changes proposed for honorarium rates and other reimbursements under this policy except where subject to Management Board Directives; and
- any exceptions to this policy.

### **2.2 The Boards and Committees Secretariat is responsible for:**

- reviewing recommendations for appointments from departments for consistency with 1.3.1 and making recommendations to the Minister; and
- advising Communication Services (ECO) of specific committees to be included in advertisements listing coming vacancies and seeking public applications and nominations.

### **2.3 Departments are responsible for:**

- identifying vacancies, and when appropriate, providing recommendations for appointments that are consistent with 1.3.1; ensuring effective public communication of vacancies through the Communication Services (ECO);
- making recommendations to Cabinet on assigning boards and committees to categories based on their responsibilities;
- recommending revisions to the membership and/or mandates of existing committees, and honorarium rates; and
- where not otherwise provided for, ensuring that members of Boards and Committees are provided with appropriate orientation.
- Submissions seeking Cabinet approval for the establishment of a new Board or Committee must:
  - consider financial resources, long term cost implications, cost effectiveness and whether objectives could be met through current or modified mandates of existing boards and committees;
  - provide a recommendation and rationale for the placement of the Board or Committee in a given category; and
  - present an overview of the costs involved in establishing and maintaining the Board or Committee, including administrative support (either by department staff or contracted services), estimated cost of honoraria, travel, etc. and how the costs will be covered.

#### **2.4 The Executive Council Office is responsible for:**

- updating information on the list of current board and committee appointments;
- developing policy and making recommendations to Cabinet on general Boards and Committees policy matters, in consultation with the departments and the Boards and Committees Secretariat;
- administering, with the Boards and Committees Secretariat, the database for appointments and nominations;
- advertising, press releases, coordinating with the Council of Yukon First Nations and other communications issues relating to Umbrella Final Agreement Boards and Committees;
- keeping the Schedules to this policy up to date and submitting, if changed, a revised schedule to Cabinet once a year for its review;
- publishing lists of current Board and Committee appointments every year and distributing to libraries, municipalities, territorial agents, First Nations and Members of the Legislative Assembly, the Inquiry Center and making this information available on the Intranet and Internet;
- advertising in newspapers to seek Boards and Committees nominations and to list the Boards and Committees with anticipated vacancies and contacting all Department contacts to request specific advertising needs for appointments; and
- cost-sharing the Board and Committee advertisement costs with Departments that need to fill a vacancy on a Board or Committee for which they are responsible.

## **SCHEDULE A**

### **1. CATEGORIES**

1.1 Boards and Committees are to be assigned to one of the following categories based on their responsibilities.

#### **CATEGORY A: NO HONORARIUM**

Boards and committees that are:

highly temporary in nature with a limited project-specific mandate; or  
comprised solely of public servants appointed in the course of their employment.

#### **CATEGORY B: HONORARIUM OF \$75.00/DAY**

Boards and committees with:

little or no decision making authority; or  
minimal or no regulatory or adjudicative role; or  
minimal impact of any decisions or recommendations.

#### **CATEGORY C: HONORARIUM OF \$125.00/DAY**

Boards and committees with:

some independent decision making authority; or  
regulatory or some adjudicative role; or  
medium to high impact on government or the public of decisions or recommendations.

#### **CATEGORY D: HONORARIUM OF \$200.00/DAY**

Boards and committees with:

independent decision making authority; or  
adjudicative role; or  
high impact on government or public of decisions or recommendations made.

### **2. HONORARIA**

2.1 Honoraria are to be paid in accordance with the category assigned to a given board or committee, as listed at section 4 below.

2.2 Honoraria will be paid at one half the daily rate for meetings of less than four hours.

2.3 Time spent in travel from communities outside Whitehorse and its environs to a board or committee meeting held in Whitehorse will be eligible for an honorarium at half the normal rate, provided that the travel occurs on a day other than a meeting day or that the travel occurs on a day when the board or committee is meeting for less than four hours and appointees are receiving honoraria at one half the daily rate.

2.4 Appointees are eligible for the same level of honoraria to cover travel when meetings are held in communities other than Whitehorse and its environs.

2.5 In recognition of extra workload that may be placed upon the chair of a board or committee, a chair may be paid an additional amount, not to exceed fifty percent (50%) of the regular honorarium as recommended by the Minister and approved by Cabinet. Equal co-chairs and acting chairs are also eligible for the additional amount available for chairs.

2.6 Honoraria will also be paid to chairs, equal co-chairs, and acting chairs for required preparation time, up to a maximum of the scheduled duration of a meeting (i.e., additional honoraria up to one day for planned one-day meeting). Any additional preparation time must be approved in advance by the responsible Minister(s). Other appointees to boards and committees are not eligible for honoraria for preparation time.

### **3. EXPENSES**

3.1 Payment of expenses incurred shall be made in accordance with Management Board Travel Directive #13/84.

3.2 Where child care is not provided by the Yukon government for a meeting of a board or committee, appointees shall be eligible for reimbursement of \$2.00 per hour per child upon receipt, to a maximum of \$26.00 per child per day.

### **4. LIST OF BOARDS AND COMMITTEES BY ASSIGNED CATEGORIES**

*Note: Honoraria for certain Boards and Committees are established by Order-in-Council, by Cabinet decision or by the Umbrella Final Agreement Implementation Plan guidelines, as noted below.*

#### **4.1 CATEGORY A**

##### **Community Services**

Whitehorse Public Library Board  
Building Standards Board  
Electrical Safety Standards Board

##### **Justice**

Auxiliary Police Advisory Committee  
Law Society of Yukon (Discipline Committee)  
Law Society of Yukon (Executive)  
Yukon Law Foundation Board of Directors

#### **4.2 CATEGORY B (\$75)**

##### **Community Services**

Private Investigators and Security Agencies Review Board

##### **Education**

Apprentice Advisory Board  
Students' Financial Assistance Committee  
Teacher Certification Board

##### **French Language Services Directorate**

Advisory Committee on French Language Services

##### **Public Service Commission**

Employment Equity Advisory Committee

##### **Tourism and Culture**

Yukon Arts Centre Corporation Board of Directors

##### **Yukon Housing Corporation**

Carcross Housing Advisory Board  
Carmacks Housing Advisory Board  
Dawson City Housing Advisory Board  
Faro Housing Advisory Board

Haines Junction Housing Advisory Board  
Mayo Housing Advisory Board  
Ross River Housing Advisory Board  
Teslin Housing Advisory Board  
Watson Lake Housing Advisory Board  
Whitehorse Housing Advisory Board

#### **4.3 CATEGORY C (\$125)**

##### **Community Services**

Assessment Appeal Board  
Assessment Review Board - Central Yukon  
Assessment Review Board - Central East Yukon  
Assessment Review Board - North Yukon  
Assessment Review Board - Southeast Yukon  
Assessment Review Board - Southwest Yukon  
Gas Burning Devices Appeal Board  
Licensed Practical Nurses Advisory Committee  
Physiotherapists Advisory Committee  
Registered Psychiatric Nurses Advisory Committee  
Yukon Medical Council (OIC 2012/97)  
Yukon Recreation Advisory Committee

##### **Economic Development**

Business Incentive Review Committee

##### **Education**

Teacher Qualification Board

##### **Energy, Mines and Resources**

Agriculture Industry Advisory Committee  
Yukon Minerals Advisory Board (OIC 1999/90)  
Wildlife Damage Compensation Committee

##### **Environment**

Concession and Compensation Review Board  
Outfitter Quota Appeal Committee  
Porcupine Caribou Management Board  
Wilderness Tourism Licensing Appeal Board  
Alesk Renewable Resources Council  
Carcross/Tagish Renewable Resources Council  
Carmacks Renewable Resources Council  
Dän Keyi Renewable Resources Council  
Dawson District Renewable Resources Council  
Laberge Renewable Resources Council  
Mayo District Renewable Resources Council  
North Yukon Renewable Resources Council  
Selkirk Renewable Resources Council  
Teslin Renewable Resources Council

**Highways and Public Works**

Bid Challenge Committee  
National Safety Code Review Board

**Health and Social Services**

Social Assistance Review Committee (OIC 2009/209)  
Yukon Child Care Board (OIC 2009/205)

**Justice**

Crime Prevention and Victim Services Trust Board of Trustees  
Community Advisory Board  
Judicial Council (for lay representatives)  
Legal Services Society  
Mediation Board  
Yukon Human Rights Commission  
Yukon Human Rights Panel of Adjudicators (OIC1988/170)

**Yukon Liquor Corporation**

Yukon Lottery Commission (Cabinet decision: 1991/06/20)

**Tourism and Culture**

Advanced Artists Award Jury  
Yukon Arts Advisory Council (OIC 2002/170)  
Yukon Geographical Place Names Board

**Women's Directorate**

Yukon Advisory Council on Women's Issues

**4.4 CATEGORY D (\$200)****Community Services**

Employment Standards Board (OIC 1984/282)  
Yukon Lottery Appeal Board  
Yukon Municipal Board

**Education**

Education Appeal Tribunal (OIC 1991/036)  
Teaching Profession Appeal Board  
Yukon College Board of Governors (OIC 1998/166)

**Energy Mines and Resources**

Land Use Planning Commissions (Umbrella Final Agreement Implementation Plan)  
Yukon Land Use Planning Council (Umbrella Final Agreement Implementation Plan)

**Environment**

Yukon Fish and Wildlife Management Board (Umbrella Final Agreement Implementation Plan)

**Executive Council Office**

Yukon Water Board (Cabinet decision: 2018/02/28)

**Health and Social Services**

Capability and Consent Board (OIC 2005/80, s.19-23 and OIC 2012/80)  
Yukon Advisory Committee on Nursing (OIC 2009/207)  
Yukon Hospital Corporation Board of Trustees (OIC 2010/111 and 2010/207)  
Yukon Joint Management Committee (OIC 1995/020)

**Highways and Public Works**

Driver Control Board

**Justice**

Yukon Police Council Yukon Review Board (Cabinet decision: 2018/02/15)

Yukon Utilities Board (Cabinet decision: 2008/12/11)

**Tourism and Culture**

Yukon Heritage Resources Board (Umbrella Final Agreement Implementation Plan)

Yukon Historic Resources Appeal Board

**Yukon Development Corporation**

Yukon Development Corporation Board of Directors (OIC 2009/182)

**Yukon Housing Corporation**

Yukon Housing Corporation Board of Directors (OIC 2016/51)

**Yukon Liquor Corporation**

Yukon Liquor Corporation Board of Directors (OIC 2012/217)

**Yukon Workers' Compensation Health and Safety Board**

Workers' Compensation Appeal Tribunal

Workers' Compensation Health and Safety Board (Cabinet decision: 1991/06/20 and 2004/09/08)