

Tourism Relief and Recovery Plan

A three-year plan to drive the recovery of Yukon's tourism sector

DECEMBER 2020



SUPPORTING YUKONERS
on our path forward





Message from Minister Jeanie McLean

For many years, we have welcomed visitors from around the world to experience this sacred place we call home. We had three consecutive years of record visitation in 2017, 2018 and 2019. Together, we created the Yukon Tourism Development Strategy “Sustainable Tourism. Our Path. Our Future.” to take tourism to the next level in a responsible, respectful and sustainable way for the benefit of all Yukoners. We were on track to exceed our joint goals - business revenue attributable to tourism; resident support for tourism, and the development of a sustainability framework to move the industry forward in a constructive and informed way.

And then came COVID-19.

The real impact of the global pandemic was first felt in Yukon with the cancellation of the 2020 Arctic Winter Games on March 7, 2020. And every day since then, the ground has continuously shifted as the full impacts of COVID-19 have become clear. These impacts have been especially challenging for the tourism industry. The travel and gathering restrictions needed to keep us safe, have had ongoing, profoundly negative implications for Yukon’s visitor economy.

Our government has and will continue to provide needed relief for businesses. Through the Tourism Relief and Recovery Plan, we will also ensure that we are poised to take advantage of opportunities to again welcome visitors to our territory, when it is safe to do so. Tourism is a vital part of Yukon’s diverse economy, contributing 5.0 per cent of our Gross Domestic Product (GDP), and \$367.8 million in revenue to Yukon businesses in 2018. But it’s about more than the numbers; at its heart, it’s about Yukoners who have made welcoming visitors their mission through their businesses and jobs. It’s about the welcoming values of all Yukoners who love our territory and are proud to share it.

I know Yukon’s tourism industry is strong, creative and resilient. I know that by supporting business relief and by following the plan, we will again be able to welcome the world.

A handwritten signature in black ink that reads "Jeanie McLean". The signature is fluid and cursive.

Jeanie McLean
Minister of Tourism and Culture

Dog sledding at Fish Lake; Credit: Manu Keggenhoff



Message from the Yukon Tourism Advisory Board

The Yukon Tourism Advisory Board (YTAB) was formed out of the Yukon Tourism Development Strategy (YTDS) as a hybrid governance model for tourism in Yukon that will “align the efforts of government and industry in a manner that maximizes the efficiency of destination management and supports tourism industry growth.”

In February 2020, Government of Yukon solicited applications for board members to oversee the implementation of the YTDS. In March 2020, we were appointed and, due to COVID-19, Minister McLean gave us the additional task of providing industry-focused input to relief and recovery efforts for the tourism industry.

Over the ensuing months, we have worked diligently to help inform government’s relief and response efforts and were pleased to provide input into this Tourism Relief and Recovery Plan. Our board has requested that the health and safety of visitors and Yukon residents be added as a core value to the YTDS, and that the ‘one government approach’ is more important than ever as Yukon’s tourism industry prepares for the transition from relief to recovery.

Our entire board is committed to the success of Yukon’s tourism industry. We are hyper-sensitive to the dire circumstances that many businesses are facing as the impacts on the tourism industry are prolonged. We fully support this Tourism Relief and Recovery Plan and the YTDS that collectively provide a solid foundation and way forward for the tourism industry. We are unwavering in our commitment to provide relevant and timely advice to Minister McLean.

We are confident that with this Plan Yukon’s tourism industry will recover more quickly and we will once again welcome the world to our home.



Denny Kobayashi
Chair, Yukon Tourism Advisory Board



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Images that appear in the Table of Contents from top to bottom: Wind River; Credit: Peter Mather. A child watching a chinook salmon at Whitehorse Fish Ladder; Credit: Peter Mather. Hiking in Carcross Desert; Credit: Paddy Pallin/Nathan Hendry. Fox at Hamilton Creek in the Ogilvie Mountains; Credit: Jannik Schou. Snowmobiling at Fish Lake; Credit: Peter Mather

Aurora Borealis above the Keno Hill signpost, Silver Trail; Credit: Robert Postma



Executive summary

With \$367.8 million in revenue and 5.0 per cent of Gross Domestic Product (GDP), the tourism industry is a vital contributor to a diverse Yukon economy. The travel and gathering restrictions required to keep Yukoners and Canadians safe during the global coronavirus pandemic have resulted in disproportionately negative, deep and ongoing impacts to Yukon's visitor economy.

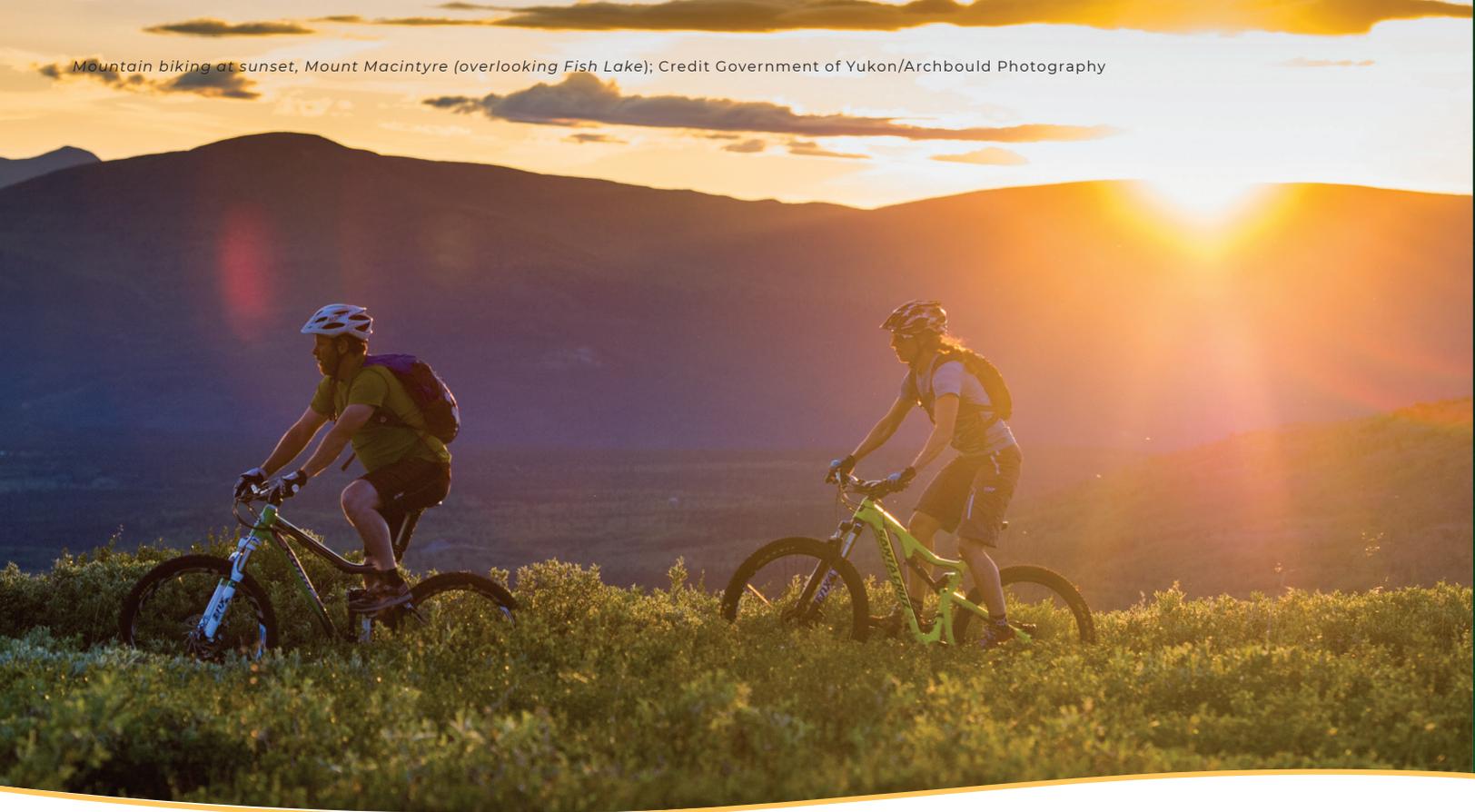
Coordinating the tourism industry recovery in a way that is safe, supported by residents, attractive for visitors and economically viable will require leadership at a level not seen before. Coupled with business relief efforts and based on extensive research, implementation of the Tourism Relief and Recovery Plan will ensure the survival and recovery of Yukon's tourism sector and enable the industry to resume its role as a dynamic and leading contributor to Yukon's economy.

Our \$15 million relief and recovery plan is based on comprehensive research, data, tools and insights which informed the identification of key tourism drivers that will aid the recovery of our visitor economy. This three-year plan, based on the Yukon Tourism Development Strategy (YTDS) and focused on leveraging Yukon's strengths and opportunities, contains four themes:

1. **Providing tourism sector leadership** – Leading the tourism sector to recovery and recognizing that leadership.
2. **Rebuilding confidence and capabilities for tourism** – Ensuring that tourism remains a priority for the Government of Yukon, First Nations, communities, businesses and residents and they are ready to welcome back visitors.
3. **Supporting the recovery of tourism industry operators** – Ensuring our tourism industry assets, accommodations and experiences remain viable and sustainable for recovery and that experiences are developed and enhanced to reflect new, post-COVID-19 demand for tourism experiences.
4. **Refining the brand and inspiring travelers to visit** – Developing compelling brand messages and assets and marketing and communication tools to inspire travelers to visit Yukon when the time is right.

Recovery initiatives in years 1 and 2 (2020/21 and 2021/22) are designed to help stabilize and build confidence in the industry. Through business mentorship and training, operators will be ready to offer new, enhanced, safe tourism experiences. The development of standardized safe travel protocols by industry that protect visitors and residents, a one-window "concierge" service, and the fostering of resident and community support for tourism will help rebuild trust for the sector.

When the time is right, a major marketing initiative will restore confidence and secure Yukon as



a top-of-mind travel destination. As restrictions are removed and consumer sentiments shift to travel-seeking, marketing efforts in years 2 and 3 (2021/22 and 2022/23) will be critical to on-the-ground tourism results in the following 3-5 years. Targeted investment in research on consumer behaviour and new markets, along with investments in partnerships with tourism stakeholders, will ensure Yukon continues to effectively target and inspire travelers to visit. In addition to work on Yukon's tourism brand, the plan includes investment in a place brand for the entire territory. This place brand will build upon the tourism brand and will articulate what "Yukon" means to us, and what story we as a territory will tell to those who want to visit, invest, do business and live here.

However, the pandemic and its impacts continue to evolve locally, nationally and internationally. Flexibility between the execution of the Tourism Relief and Recovery Plan and other territorial and federal business relief programs must be maintained over the coming months and years.

The Tourism Relief and Recovery Plan will help rebuild confidence in an industry heavily impacted by the pandemic. This deliberate path to recovery demonstrates the commitment of the Government of Yukon to extraordinary measures to enable tourism businesses and non-profit organizations to not only survive this unprecedented tourism downturn, but to rebuild and strengthen the sector for the future.



COVID-19's Devastating Impact on Tourism

For decades, tourism has been a strong and consistent economic engine for the territory and a significant source of employment in Yukon communities. The Yukon Business Survey reported that in 2018, tourism accounted for 5.0 per cent of Yukon's GDP and \$367.8 million in revenue to Yukon businesses. As a sector situated at the intersection of economic, social, cultural and environmental systems, tourism is uniquely positioned to help societies and communities return to growth and stability. Over the years, the sector has consistently proven its resilience and its ability not only to bounce back as a sector, but to lead the wider economic and social recovery.

Yukon has been experiencing strong, record-breaking tourism growth over the past several years and forecasts were for continued growth throughout 2020. With the near complete shut-down of international, domestic and local travel, the coronavirus pandemic has triggered an unprecedented crisis in the tourism industry.

Yukon's Tourism Performance



Figure 1: Yukon's Tourism Performance 2008/09 to 2018/19

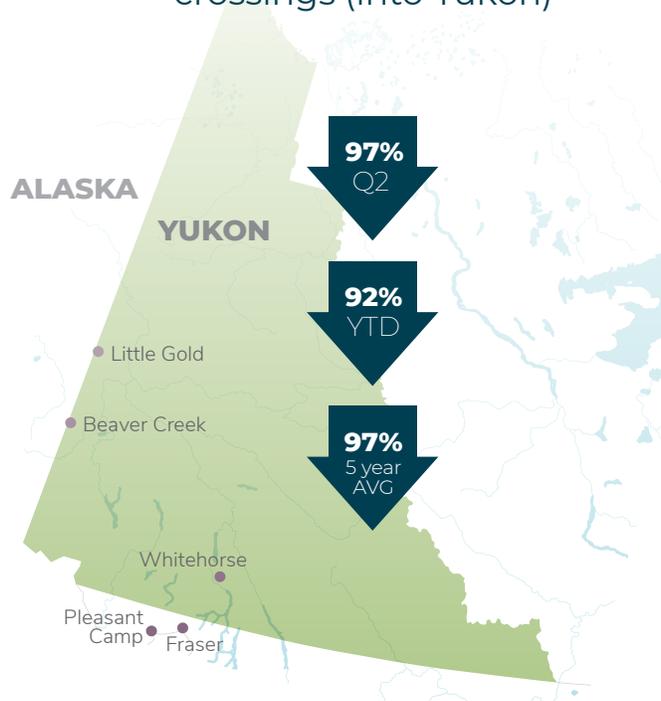
International border crossings into Yukon for the period of January to June 2020 show a year-to-date decline of 92 per cent compared to the same period in 2019. Air arrivals at Erik Nielsen Whitehorse International Airport are down 74 per cent for that same period compared to 2019.

Air arrivals at Erik Nielsen Whitehorse International Airport



Source: Yukon tourism visitation report January to June 2020 <https://yukon.ca/en/yukon-tourism-visitation-report-january-june-2020>

International border crossings (into Yukon)





Depending on the duration of the crisis, Destination Canada'sⁱ scenarios indicate that it may take as long as five years to recover to 2019 visitation levels and that the tourism economy will be hit three times harder than any other sector, with Canada's tourism GDP dropping two times more than the rest of the economy (September 2020). This blow may result in 53 to 80 per cent of Canadian tourism businesses closing permanently, with a loss of almost half of the jobs in the Canadian visitor economy in 2020. The Tourism Industry Association of the Yukon (TIAY) estimates that 50 to 60 per cent of Yukon tourism businesses may not survive without sustained government support and leadership. Bankruptcies on this scale will lead to a critical loss to the industry of both skilled human capital and entrepreneurship, as well as infrastructure such as hotels, which are critical for tourism recovery and for many other economic sectors.



i Destination Canada, a crown corporation wholly owned by Government of Canada, is Canada's tourism marketing and research organization. <https://www.destinationcanada.com/en/coronavirus-updates/covid-19-research>



Initial Response and Relief

To help address the immediate impacts of the pandemic on the sector, the Department of Tourism and Culture expedited the selection and onboarding of the Yukon Tourism Advisory Board (YTAB), who met regularly to review the Yukon Tourism Development Strategy (YTDS) and provide recommendations to the Minister on mitigating impacts of COVID-19 on Yukon's tourism sector.

In addition to working in partnership with the department of Economic Development on broad business relief efforts, Tourism and Culture engaged in a number of sectoral-specific relief measures including:

- Increasing the funding and scope of the Tourism Cooperative Marketing Fund (TCMF)
 - TCMF was increased by \$1 million to \$1.7 million for 2020/21 and the requirement for applicants to provide 50 per cent equity for marketing projects and activities was waived.
 - The range of eligible applicants was broadened to ensure more businesses and organizations could access the fund.
 - The scope of the TCMF was broadened to enable Yukon's tourism sector to promote their experiences and services to residents, as well as outside markets, through a wider variety of mediums.

- Supporting businesses and non-profit organizations (NPOs)
 - The department streamlined reporting and extended reporting deadlines for TCMF clients affected by COVID-19.
 - The Industry Services Unit supported TIAY in conducting surveys on the impacts of COVID-19 on industry and provided business and NPO counselling.
- Tourism Accommodation Sector Supplement (TASS) added to the Yukon Business Relief Program (YBRP)
 - Up to \$2.88 million was announced on October 19, 2020 for specific assistance to eligible accommodation businesses who have maximized their eligibility under the YBRP as well as under CanNor's Northern Business Relief Fund (NBRF).
- Tourism Non-Accommodation Sector Supplement (TNASS) added to the Yukon Business Relief Program (YBRP)
 - Up to \$1 million was announced on November 30, 2020 for visitor-dependent Yukon tourism operators, and food and beverage businesses who have maximized their eligibility under the YBRP as well as under CanNor's Northern Business Relief Fund (NBRF).
- The Culture and Tourism Non-Profit Sector Supplement (NPOSS)
 - Announced on November 30, 2020. Up to \$20,000 is available from this \$300,000 fund for organizations projecting year-end deficits in excess of 10 per cent of their overall operating budget. Program being administered by a third party organization.
- Facilitating communication with, and information to, Yukon's tourism sector and stakeholders
 - The department increased the frequency, distribution and content of the tourism sector e-newsletter.



Tourism Relief and Recovery Plan

- The department participated on multiple industry and community forums including the weekly Zoom calls organized by TIAY.
- The department supported and participated in the Business Advisory Committee Tourism Co-Lab workshops in partnership with the Department of Economic Development.
- Engaged First Nations and Communities on Reopening
 - The department engaged Yukon First Nations governments and municipal governments on plans to reopen Visitor Information Centres (VICs) starting July 1, 2020 to ensure reopening was supported by communities, and that VIC staff and communities were aligned in explaining to visitors the unique needs and concerns of each community.
 - Engaged with the Yukon First Nation Communications Group and helped promote their website which posts travels advisories for each community, prepared by First Nations and municipal governments. This information is available at <https://www.cyfn.ca/covid-19>.
- Adjusted marketing initiatives
 - The Marketing Unit paused all paid marketing activities outside the Yukon until the bubble with British Columbia (BC) was established.
 - The unit launched marketing campaigns aimed at inspiring Yukon and BC residents to safely travel in Yukon this summer.
 - The unit communicated to potential travelers and tourism partners in our key markets to share Yukon's position and status as a travel destination.
- Reassigned Visitor Information Centre (VIC) staff
 - For the 2020 summer season, VICs delayed their opening to July 1 in response to COVID-19.
 - VIC staff provided an important service to the public by relaying COVID-19 information to travelers at the VICs as well as at the border in Watson Lake, at the Information Station at the top of Robert Service Way in Whitehorse and at the Erik Nielsen Whitehorse International Airport.

While these measures helped us respond to the immediate COVID-19 emergency, a long-term recovery plan is critical to ensure Yukon's tourism sector rebounds and rebuilds a stronger, more sustainable and resilient Yukon tourism economy.

Yukon's Tourism Relief and Recovery Plan targets the rebuilding and strengthening of the Yukon tourism economy and sector through investments that are research-based and will allow us to welcome tourists again once it is safe to do so.



Balancing Relief and Recovery: two pots on the stove

COVID-19 has had a paradoxical impact on the tourism sector in that the very measures put in place to keep citizens safe, (e.g. travel restrictions, limitations on gatherings, social distancing) have devastated the tourism industry making it incredibly difficult or even impossible to operate.

In 2020, many Canadian jurisdictions turned to “staycations”, encouraging citizens to stay in their own jurisdiction and take advantage of local tourism experiences, as a way to generate revenue for the tourism sector. Unfortunately, Yukon staycations and the BC bubble will not generate enough revenue to sustain Yukon’s tourism industry which saw over 500,000 visitors to Yukon in 2019.



While many sectors of Yukon's economy have been able to adapt and begin to recover from the impacts of COVID-19, the sectors that rely on visitation and gatherings continue to need ongoing relief and support. Government of Yukon will continue to focus on relief with supplemental programs based on needs analyses for accommodations and tourism businesses as well as for tourism and culture non-profit organizations.

International and national tourism is a long-game requiring relationships with the travel trade in various markets built over decades and strong brand presence through various marketing tactics. The future recovery of the tourism industry in Yukon is dependent on maintaining these relationships, marketing initiatives and consumer purchasing patterns today.

The relationship between tourism relief and tourism recovery is like having two pots of water on the stove at the same time - one on the front burner and one on the back burner. While significant travel and gathering restrictions are in place for Yukon and Canada, tourism relief is on the front burner on high and tourism recovery is on the back burner on simmer.

The Tourism Relief and Recovery Plan is designed to move tourism recovery from the back burner on simmer to the front burner on boil as conditions evolve over the next three years. We will continue to monitor the situation and turn the heat up and down on the two pots, when needed, as COVID-19 evolves and travel restrictions lessen. Eventually, when the time is right, we will turn off the tourism relief pot.



Positioned for Recovery

Yukon Tourism Development Strategy: Sustainable Tourism, Our Path. Our Future.

In 2018, Yukon government and industry collaborated to complete the Yukon Tourism Development Strategy (YTDS), a 10-year vision (2018-2028) for Yukon to become a leading sustainable tourism destination. Its aim is to support sustainable, diversified growth that balances economic development with environmental, community and cultural values. At the end of 2019, Yukon was on track or exceeding the goals of the YTDS after three record years of tourism growth. Then COVID-19 hit in early 2020.

With so much uncertainty still in play today, tourism recovery and development will not happen quickly, especially from international markets. A plan for recovery that builds on the YTDS is vital. Yukon's stakeholders, tourism operators, First Nations and communities are heavily reliant on tourism jobs and income. As the pandemic eases, the travel sector will not be able to simply operate as it did before, in part due to continuing travel and gathering restrictions, but also as a result of changing consumer expectations and spending power. With this in mind, the Tourism Relief and Recovery Plan links directly with the YTDS. It is grounded in the values of the YTDS and identifies key actions and initiatives to directly respond to the COVID-19 crisis and prepare for its aftermath.

At this time the data shows that Canadians are still hesitant to travel. Although people are not ready yet, research suggests the desire to travel remains a powerful motivator for many consumers and remains remarkably resilient. It is estimated that when a COVID-19 vaccine becomes widely distributed, there will be significant pent-up demand for leisure travel. Trends in consumer behaviour reveal some good news for Yukon tourism.

Comparison by Region / Comparaison par région

I feel safe to travel / Je me sens à l'aise de voyager

% Somewhat / Strongly Agree % Tout à fait d'accord / Plutôt d'accord	BC/C.-B. (n=213)	AB/Alb. (n=201)	SK/MB Sask./Man. (n=200)	ON/Ont. (n=611)	QC/Qc (n=415)	ATL (n=200)
Communities near me / ... dans des collectivités voisines à la mienne	73%	84%	66%	65%	53%	79%
Communities in my province / ... dans des collectivités de ma province	62%	78%	57%	52%	43%	77%
Other provinces in Canada / ... dans d'autres provinces du Canada	33%	53%	26%	34%	32%	20%
The United States / ... aux États-Unis	9%	17%	6%	9%	9%	7%
Internationally / ... dans d'autres pays	12%	19%	9%	10%	11%	6%

Green text indicates significantly higher than at least one other region @ 95% confidence
Red text indicates significantly lower than at least one other region @ 95% confidence
To what extent do you agree or disagree with each of the following statements?
"I feel safe to travel to..."

Le vert indique un résultat considérablement plus élevé qu'au moins une autre région (confiance à 95 %)
Le rouge indique un résultat considérablement moins élevé qu'au moins une autre région (confiance à 95 %)
Dans quelle mesure êtes-vous d'accord avec chacun des énoncés suivants?
« Je me sens à l'aise de voyager... »



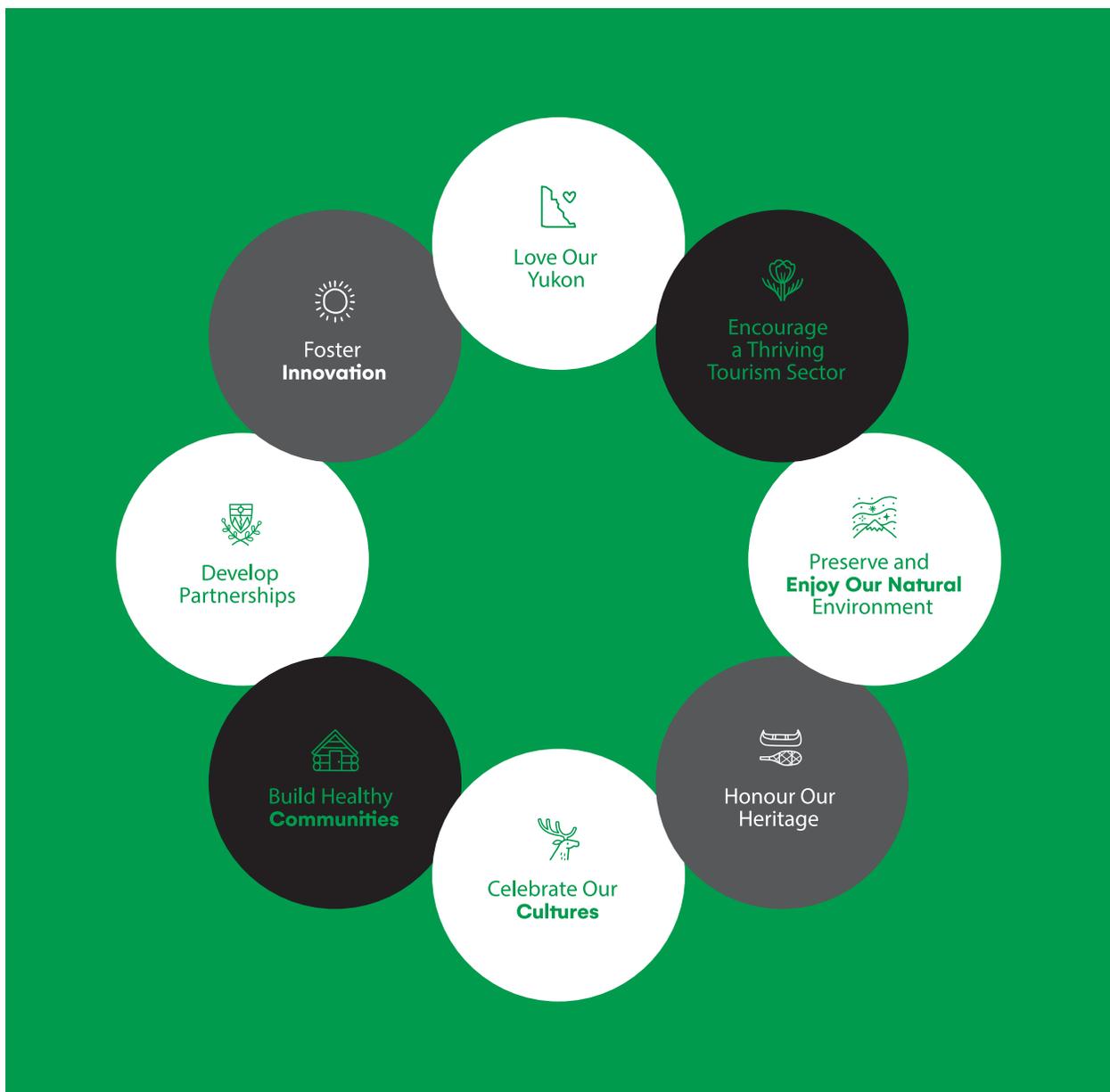
Source: "Destination Canada Weekly COVID-19 Resident Sentiment, 2020-10-13"

Yukon is in a unique position to closely match many of the attributes travelers are looking for in the post-COVID-19 travel world: the desire for natural and 'untouched' destinations; a return to 'values' and what is important (fresh air, community, health, wellness); consciousness of the environment; less large groups and more meaningful travel; and authentic local travel experiences. With Tourism Relief and Recovery Plan supports in place, Yukon will be ready to draw from our strengths and deliver safe, flexible travel experiences to inspire traveler confidence.

The Yukon Tourism Advisory Board (YTAB) reviewed the YTDS and determined that the Vision, Values and Goals of the strategy are still relevant. However, YTAB recommends that the department explore the addition of a new value that focuses on the importance of the health and safety of visitors and Yukoners.

With support from YTAB, the department initiated a scenario planning framework that led to the development of the Tourism Relief and Recovery Plan.

The YTDS set the path to sustainability and long-term prosperity. The global COVID-19 pandemic stopped us in our tracks. The Tourism Relief and Recovery Plan sets us back on the YTDS path to achieving our goals while honouring our values as Yukoners. The elements of this plan have been reviewed and endorsed by YTAB.





Tourism Relief and Recovery Plan

4 Themes and 19 Key Initiatives

As new travel norms emerge, the tourism industry will need to adapt in order to prosper. The Tourism Relief and Recovery Plan is based on comprehensive research, data, tools and insights which informed the identification of key tourism drivers that will aid recovery to our visitor economy. This three-year plan focuses on leveraging Yukon tourism strengths and opportunities and is based on four themes:

- 01 Providing tourism sector leadership** Leading the tourism sector to recovery and recognizing that leadership.
- 02 Rebuilding confidence and capabilities for tourism** Ensuring that tourism remains a priority for the Government of Yukon, First Nations, communities, businesses and residents and they are ready to welcome back visitors.
- 03 Supporting the recovery of Tourism Industry Operators** Ensuring our tourism industry assets, accommodations and experiences remain viable and sustainable for recovery and that experiences are developed and enhanced to reflect new, post COVID-19 demand for tourism experiences.
- 04 Refining the brand and inspiring travelers to visit** Developing compelling brand messages and assets and marketing and communications tools to inspire travelers to visit Yukon when the time is right.

Klondike Highway; Credit: Martin Rudlof



Under these four themes there are 19 initiatives that have been designed to respond to the challenges and opportunities Yukon is likely to face, as well as the economic conditions and trends in travel consumer behavior that emerge. All initiatives in the plan are driven by the actions/values/goals of the YTDS.

These initiatives are designed to rebuild the Yukon destination, encourage innovation and investment, and rethink the tourism sector by building on its strengths and flexibility. The measured approach outlined in the Tourism Relief and Recovery Plan will be paramount to developing the foundation for the future of tourism in Yukon post-COVID-19. As restrictions start to lift and borders begin to open, protecting people and maintaining a healthy tourism sector are key to rebuilding traveler and industry confidence.

At a time when competitive destinations are also making significantly enhanced recovery investments, this plan will guide our efforts with the goal of putting Yukon tourism in the best possible position to participate in the rebound of tourism activity. Now more than ever, supports targeted at rebuilding and strengthening the sector are needed to ensure it evolves into a stronger, more sustainable and resilient industry.

Theme 1 – Providing Tourism Sector Leadership

Leading the tourism sector to recovery and recognizing that leadership.

Tourism recovery requires all tourism stakeholders including community members, government organizations, non-profit organizations and the destination management organization (DMO – Tourism Yukon) to work together to ensure alignment and coordination of activities towards common objectives.

There is no playbook on how to return to tourism as Yukon emerges from a global pandemic that has shutdown tourism worldwide. As the preconditions for resumption of tourism in Yukon begin to emerge, it is incumbent on Yukon's tourism stakeholders to continue to demonstrate leadership, solidarity and confidence.

Government cannot do this alone. Like the YTDS, the combined efforts of governments, businesses, Yukon First Nations, tourism organizations and Yukon residents will be essential to the success of this Tourism Relief and Recovery Plan.

Key initiatives in theme 1:

- 1.1 Engage the Yukon Tourism Advisory Board (YTAB)
- 1.2 Engage and communicate the Tourism Relief and Recovery Plan with stakeholders
- 1.3 Establish a strategic One Government Tourism Committee within Yukon government

- 1.4 Create a one-window “concierge” service into Yukon government for tourism businesses
- 1.5 Complete the Sustainable Tourism Development Measurement Framework identified in the YTDS
- 1.6 Enhance investments in tourism to achieve the goals of the YTDS

Theme 2 – Rebuilding Confidence and Capabilities for Tourism

Ensuring that tourism remains a priority for Government of Yukon, First Nations, communities, businesses and residents and they are ready to welcome back visitors.

The COVID-19 crisis has impacted tourism operators including accommodation providers, food and beverage establishments, tour operators, museums, cultural centres and many others. The impact of travel restrictions and gatherings was immediate, but it also has medium to long-term effects requiring ongoing operational adjustments to meet requirements that will keep visitors safe, and more importantly, rebuild trust with visitors and residents alike.

Research conducted across Canada indicates that COVID-19 has had a significant impact on resident sentiment towards tourism and visitors, particularly for Canadian destinations that rely on visitors coming from other jurisdictions or countries that have been heavily impacted by COVID-19. Yukon is one such jurisdiction.

Rebuilding resident confidence in tourism will be based on research and require the coordinated efforts of industry, governments and Yukon’s Chief Medical Officer of Healthⁱⁱ.

Key initiatives in theme 2:

- 2.1 Support industry adoption of standardized safe travel protocols for the protection of visitors and residents
- 2.2 Implement resident perception of tourism research/monitoring
- 2.3 Implement a resident and community support for tourism strategy
- 2.4 Support the recruitment, retention and training for labour in the tourism industry

ii Yukon’s principles, public health criteria and indicators that will inform government decisions on readiness for the gradual lifting or re-introduction of public health measures can be found in “A path forward: Yukon’s plan for lifting COVID-19 restrictions”.
<https://yukon.ca/en/path-forward-yukons-plan-lifting-covid-19-restrictions>.



Theme 3 – Supporting the Recovery of Tourism Industry Operators

Ensuring our tourism industry assets, accommodations and experiences remain viable and sustainable for recovery and that experiences are developed and enhanced to reflect new, post-COVID-19 demand for tourism experiences.

As the tourism sector begins to implement actions to reprioritize tourism and rebuild confidence, support will be required to assist businesses in making informed business decisions and prepare them for recovery.

This will include examining existing products and experiences, identifying opportunities for enhancement or developing new experiences and services that may be required to meet the needs of the post-COVID-19 traveler.

In addition to the relief programs available to all economic sectors, specific recovery support programs and incentives are needed to meet the needs of tourism businesses and tourism and culture non-profit organizations to ensure they survive and are properly prepared for recovery.

Key initiatives in theme 3:

- 3.1 Invest in the provision of mentoring, advice and implementation funding to Yukon tourism businesses to prepare for recovery
- 3.2 Enhance investment in marketing funding for individual tourism businesses and organizations
- 3.3 Develop and implement relief programs that enable tourism operators to survive to recovery
- 3.4 Conduct a review of financial programs, incentives and supports for tourism development

Theme 4 – Refining the Brand and Inspiring Travelers to Visit

Developing compelling brand messages and assets and marketing and communication tools to inspire travelers to visit Yukon when the time is right.

Data and insights are essential for destination planning, development, management and promotion. Consumer behaviours have shifted and it is virtually impossible for destinations to understand these shifts without conducting relevant and timely market research. Providing updated and timely data is necessary to help the tourism industry evaluate opportunities and make informed business decisions.

With the insights gained by researching current and potential post-COVID-19 consumer markets, the department will use the opportunity to modernize the tourism brand and brand assets to better appeal to newly defined consumer segments. The current “Larger than Life” tagline and brand may not resonate as well in a post-COVID-19 world.

The COVID-19 crisis will change the way destinations manage tourism and go to market. The three-year Tourism Relief and Recovery Plan takes into consideration the new reality based on updated market research.

Key initiatives in theme 4:

- 4.1 Invest in research to better understand changing consumer behaviour and new markets
- 4.2 Enhance Yukon’s tourism brand and assets
- 4.3 Enhance investments in a three-year destination marketing strategy
- 4.4 Enhance partnerships with key tourism stakeholders and partners
- 4.5 Invest in a place brand for Yukon as a whole



Funding a Successful Recovery

In addition to broad support for business relief across all sectors, Government of Yukon is investing \$15 million over three years to support the Tourism Relief and Recovery Plan. Again, it is important to note that the evolving COVID-19 situation may mean that Yukon will need to shift focus back and forth from recovery to relief over the coming months and years.

The goal of the plan is to return to pre-COVID-19 levels of tourism employment and revenue in Yukon earlier than Destination Canada estimates it will take the Canadian tourism sector to recover overall.



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