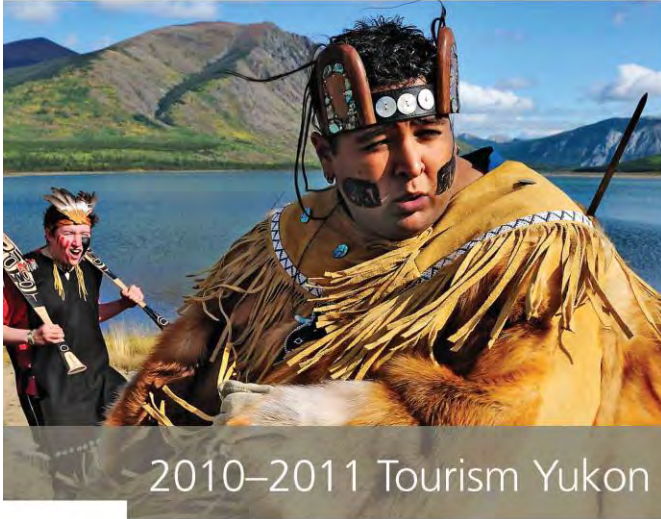


TOURISM YUKON



report card

  
**YUKON**  
LARGER THAN LIFE  
[TRAVELYUKON.COM](http://TRAVELYUKON.COM)

# report card 2010-2011 Tourism Yukon

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## INTRODUCTION

The 2010–2011 Tourism Yukon Report Card is a comprehensive review of the performance of the department's marketing, product development and research program campaigns and initiatives identified within the 2010–2011 Tourism Yukon Implementation Plan. The objective of the Report Card is to provide a transparent review and recap of the activities undertaken by Tourism Yukon – how they were measured and how they performed. This report is a valuable tool for the department, our industry partners and other stakeholders in Yukon's tourism industry.

The 2010–2011 Tourism Yukon Report Card was developed with industry involvement.

Tourism Yukon remains committed to ensuring that Yukon tourism marketing is industry-led, market-driven, and research-based. The Senior Marketing Committee will continue to play a key role in Yukon tourism marketing through participation in the development and evaluation of Tourism Yukon's marketing programs. More importantly, the Senior Marketing Committee maintains meaningful, regular contact with Yukon's tourism industry and communicates industry priorities to Tourism Yukon.

## TOURISM OVERVIEW

Early in 2010, a rising Canadian dollar, uncertainty around the U.S. economic recovery and a reduction in cruiseship passengers to Alaska were all considered factors which might influence visitation to Yukon in 2010. Despite these potential negative impacts, Yukon posted an increase in numbers that exceeded total visitation in 2008. Most jurisdictions in Canada are still struggling to get back to that level of visitation.

In 2010, the Department of Tourism and Culture reported 311,542 travellers visited Yukon representing a 10 per cent increase in visitation over 2009. A total of 28,668 more visitors were reported in 2010, marking an increase in visitation after two consecutive years of declines. Significantly higher visitation via motorcoach (21,445 visitors) was the major contributing factor to the total increase and private vehicle visitation was up by 7,223. Visitor origin data for 2010 reveals that visitation from the United States, other countries, and Yukon was all up in 2010. Visitation from the United States, Yukon's largest contributor to total visitors was up 12 per cent, or 22,707 visitors. Visitation from other countries and Yukon was up 16 per cent (4,284 visitors) and 14 per cent (5,097 visitors) respectively. In contrast to these increases, visitation from other parts of Canada decreased by 12 per cent or 3,420 visitors.

At the Erik Nielsen Whitehorse International Airport the total number of passengers arriving and departing increased by 9 per cent, or 19,609 to 248,302. This increase brought the annual air passenger total to a level exceeding the previous high recorded in 2009.

International travel data from Statistics Canada indicates that Yukon had the largest percentage increase in visitation of all provinces and territories for one or more nights in 2010, 8.8 per cent higher than in 2009. Yukon's performance, on a percentage basis, was much stronger than the overall Canadian performance with growth in visitation of one or more nights for Canada up only 2.3 per cent in 2010.

While generally the outlook for visitation to Yukon is positive for 2011, there are some factors that could impact visitation in 2011 and possibly beyond. The value of the Canadian dollar has risen against the U.S. dollar and the Euro throughout 2011. A prolonged period of strength for the Canadian dollar could negatively

impact U.S. and European visitation to Yukon, as relative costs of travel to Canadian destinations is now higher. A strong Canadian dollar could also result in an impact on travel from other Canadian jurisdictions, as Canadians look to take advantage of a strong currency and travel to other destinations where the Canadian dollar has appreciated against local currencies. High and increasing prices for oil are another factor that could impact travel in 2011, as higher oil prices can lead to increased fuel costs. Travel could also be impacted by lingering economic uncertainty. Several European countries have been dealing with high deficits and debt, high unemployment and low economic growth. Weakness in the economic recoveries of some countries could influence the global recovery. While the potential impacts on visitation to Yukon, if any, would likely be small, ongoing economic weakness overseas could negatively impact tourism in the near term.

Year-to-date 2011 (January to August) border crossing statistics supplied by Canada Border Services Agency indicate visitation to Yukon is on par with 2010 figures for the same period. In total, 257,051 visitors entered Yukon (up 0.1 per cent or 171 more visitors) from January to August. Increases in visitation were experienced in motorcoach traffic (up 7.5 per cent or 7,574 more visitors), in visitation from other Canadian jurisdictions (up 5.5 per cent or 2,980 more visitors) and in visitation from other countries (up 8.4 per cent or 2,215 more visitors). Visitors from the United States recorded a decrease of 2.9 per cent or 5,024 fewer travellers.

Year-to-date 2010 (January to August) enplaning and deplaning passengers at Erik Nielsen Whitehorse International Airport are up 6.2 per cent or 10,704 more passengers than for the same period in 2010.

A full accounting and analysis of the 2011 visitation to Yukon will be reported in the 2011 year-end report.

### TOURISM YUKON STRATEGIC PLAN PERFORMANCE HIGHLIGHTS FOR THE 2010–2011 FISCAL YEAR

SMC–PERFORMANCE INDICATORS	PERFORMANCE TARGETS
Expose the Yukon as a travel destination to select market segments in key target markets around the world	<p>Over 16.5 million people in our key target markets will be exposed to our marketing messages (not including media relations).</p> <p><i>£ Performance Report</i></p> <p>Through our core marketing programs in our key target markets and through co-operative marketing initiatives with partners like the Canadian Tourism Commission, Alaska and travel trade partners (tour operators), the department:</p> <ul style="list-style-type: none"> <li>• Generated over 210.8 million impressions<sup>1</sup> through on-line marketing activities.</li> <li>• Implemented marketing initiatives with a consumer reach<sup>2</sup> of over 23.6 million.</li> </ul>
Media familiarization tours	<p>Host 50 travel media journalists that generate a media advertising equivalent of \$14,000,000.</p> <p><i>£ Performance Report</i></p> <p>Yukon hosted 81 media journalists from our key target markets generating a media advertising equivalent value of over \$31.6 million.</p> <p>Articles written were featured in publications with a circulation of approximately 21 million people.</p>
Trade	Host seven travel trade/MC&IT familiarization tours

SMC–PERFORMANCE INDICATORS	PERFORMANCE TARGETS
familiarization tours	<p>£ <i>Performance Report</i> Yukon hosted 73 travel trade and meeting planners.</p>
Trade or sales missions	<p>Host three trade/sales missions £ <i>Performance Report</i> One MC&amp;IT sales mission was held (Ottawa).</p>
Generate qualified responses as recorded by vacation guide, lure piece, <i>North To Alaska</i> and overseas brochure requests	<p>QUALIFIED RESPONSES</p> <p>Generate 197,500 qualified responses. £ <i>Performance Report</i> The department generated 230,505 qualified responses (requests for Yukon tourism information) through our marketing programs that were fulfilled with the <i>Yukon Vacation Planner</i>, <i>Yukon Vacation Guide</i>, <i>North To Alaska</i> brochure and via our website.</p>
Generate unique visitors to our travelyukon.com website and overseas country-specific landing pages (GOIP)	<p>Generate over 300,000 unique visitors to our website and overseas landing pages. £ <i>Performance Report</i> The department generated 241,879 unique visitors to travelyukon.com and our associated overseas landing pages.</p>
Co-operative marketing agreements with the travel trade and key destination marketing organizations	<p>Enter into 27 co-operative marketing agreements. £ <i>Performance Report</i> The department entered into 14 co-operative marketing agreements.</p>
Conversion rates	<p>RETURN ON INVESTMENT</p> <p>Achieve an overall conversion rate of 15 per cent for our marketing programs. £ <i>Performance Report</i> Conversion data for the 2010–2011 program year will be available in January 2012. However, the 2009–2010 fiscal year conversion study reported a gross conversion rate of 20.8 per cent for our marketing programs and a net conversion rate of 14.3 per cent.</p>
Media advertising equivalent	<p>Generate \$14 million in media advertising equivalent from our media relations programs. £ <i>Performance Report</i> The department's media relations program generated a media advertising equivalent value over \$31.6 million.</p>

<sup>1</sup> Impressions – The number of times your ad (ex. banner ad) was shown.

<sup>2</sup> Consumer Reach – The estimated number of individuals exposed to an advertising or marketing message during a specific period of time.

# Market Plan – North America

## CANADA CONSUMER MARKETING

### DESTINATION YUKON

#### Goals:

Increase consumer awareness and inquiries from the Designated Market Areas (DMAs) of Metro Vancouver, Calgary, Edmonton and Metro Toronto.

Increase opportunities for private sector participation in the campaign.

#### Objectives:

1. Target an audience of over 6.5 million within our DMAs.

##### £ *Performance Report*

Winter 2011 delivered over 16.2 million impressions:

- On-line advertising component delivered over 7.2 million impressions.
- Search Engine Marketing component delivered over 7.8 million impressions.
- Print advertising component delivered over 1.2 million impressions.

Summer 2011 delivered over 41.8 million impressions:

- On-line advertising component delivered over 12.4 million impressions to May 1, 2011; campaign ran to June 30, 2011.
- Search Engine Marketing component delivered over 24.7 million impressions.
- Print advertising component delivered over 4.7 million impressions.

The total combined population of the DMAs is approximately 10.1 million people.

The total attributable audience exposure for the 2011 Destination Yukon campaigns exceeded 58 million impressions, or just under six impressions for every person in the DMAs.

2. Increase awareness of Yukon as a visitor destination in targeted DMAs by 15 per cent as measured through pre- and post-campaign awareness research.

##### £ *Performance Report*

Due to the high cost and questionable results from pre- and post-campaign awareness testing combined with the confidence that other performance measures would sufficiently quantify the tactics, it was decided to invest the dollars into additional marketing activities to maximize in-market spend.

3. Increase month versus month unique visitors to [www.travelyukon.com](http://www.travelyukon.com) by eight per cent during the campaign and increase inquiries.

£ *Performance Report*

The Winter 2011 and Summer 2012 Destination Yukon campaigns did not meet expected targets.

- Winter 2011 – 12,359 unique visitors were generated over the campaign period (November 2 to December 12, 2010; January 3 to 23, 2011) reaching for 54 per cent of target.
- Summer 2011 – 20,564 unique visitors were generated over the campaign period (February 28 to June 28, 2011) reaching for 84 per cent of target.

## JOINT YUKON/ALASKA

Goal:

Increase rubber-tire visitation to Yukon and Alaska from Canada.

Objectives:

1. Generate 5,000 qualified leads through the Canadian advertising campaign.

£ *Performance Report*

296 leads were generated over the campaign period reaching six per cent of target.

2. Convert the campaign leads at eight per cent.

£ *Performance Report*

Conversion statistics for 2011 campaign will be reported in January 2012 as part of the 2011 conversion study. The 2010 Joint Yukon–Alaska campaign leads converted at 7.5 per cent according to the 2010 conversion study.

## UNITED STATES CONSUMER MARKETING

### TOURISM NORTH

*(Delivered in partnership with Alaska Travel Industry Association, Tourism British Columbia and Travel Alberta)*

#### Goal:

Maximize tourism revenues in each of the Tourism North partner jurisdictions (Alaska, Alberta, British Columbia and Yukon) by increasing long-haul rubber-tire visitation from the United States.

#### Objectives:

1. Generate 70,000 leads that convert at 6.0 per cent and 4,000 unique Yukon leads that convert at 18 per cent.

#### *£ Performance Report*

- 80,950 leads were generated over the campaign period reaching 116 per cent of target.
- Conversion statistics for 2011 campaign will be reported in January 2012 as part of the 2011 conversion study. The 2010 Tourism North campaign leads converted at 15.3 per cent according to the 2010 conversion study.

2. Increase number of unique visitors to the website by 5.0 per cent year over year.

#### *£ Performance Report*

Number of unique visitors to website increased 6.3 per cent from 177,098 to 188,235.

### JOINT YUKON/ALASKA

#### Goal:

Increase long-haul rubber-tire visitation to Yukon and Alaska from the United States.

#### Objectives:

1. Generate 6,000 qualified leads from the U.S. magazine advertising program that convert at 6.0 per cent. (Delivered by the Alaska Travel Industry Association – ATIA).

#### *£ Performance Report*

- 14,981 leads were generated (6,443 leads by the magazine program and 8,538 leads by the on-line program) over the campaign period reaching 250 per cent of target.
- Conversion statistics for 2011 campaign will be reported in January 2012 as part of the 2011 conversion study. The 2010 Joint Yukon–Alaska U.S. magazine program generated leads converted at 11 per cent according to the 2010 conversion study.

2. Fulfill to 50,000 rubber-tire-focused leads from the Alaska Travel Industry Association label program that convert at 8.0 per cent.

#### *£ Performance Report*

- 76,727 „highway“ leads were fulfilled to under the 2011 Alaska Travel Industry Association label program. Conversion statistics for 2011 campaign will be reported in January 2012 as part of the 2011 conversion study. The 2010 Alaska Travel Industry Association „highway“ leads converted at 27.5 per cent according to the 2010 conversion study.

3. Fulfill to 50,000 adventure-focused leads from the Alaska Travel Industry Association label program that convert at 4.0 per cent.

#### *£ Performance Report*

- 32,883 „adventure“ leads were fulfilled to under the 2011 Alaska Travel



Industry Association label program. Conversion statistics for 2011 campaign will be reported in January 2012 as part of the 2011 conversion study. The 2010 Alaska Travel Industry Association „adventure“, leads converted at 14.3 per cent according to the 2010 conversion study.

## NORTH AMERICA TRADE SALES

### Goals:

Introduce trade-ready Yukon suppliers and products to North American tour operators to enhance the volume of product carried by tour and receptive operators.

Position Yukon to consumers through tour operators as a premier Canadian destination providing unique and authentic experiences.

Raise retail travel agents' awareness of Yukon as a travel destination with packaged tours.

### Objectives:

1. Develop joint co-operative marketing agreements (JMAs) with at least three Fully Independent Traveller (FIT)/group package tour operators or receptives in North America (Canada, United States and Mexico) and review previous agreements with at least two trade partners to determine continuation.

#### *£ Performance Report*

- Despite initial interest from new co-op partners, agreements could not be finalized.
  - Two previous agreements were renewed (Anderson Vacation and Alaska Travel Industry Association).
2. Co-ordinate a minimum of five familiarization tours for travel trade to Yukon.

#### *£ Performance Report*

- Yukon hosted six different tour operator or receptive tour operator familiarization tours (Maxxim, Classic Canadian Tours, Anderson Vacations, Adventure Knitting, Explore Tours and Holiday Vacations).
- Training was provided to four receptive tour operators in Anchorage in June 2010 (Premier Alaska, All Alaska Tours, Euro Tours and Explore Tours) covering general Yukon awareness and specific training related to Yukon operators and products.
- Training was scheduled for Globus/Cosmo but had to be cancelled.

#### Other Activities:

- Alaska Travel Industry Association (ATIA) Conference – (October 2010, Whitehorse) Hosted Yukon booth for destination awareness as well as establishing and maintaining contacts.
- National Tour Association (NTA) (November 2010) – Met with 60 Canadian/U.S.-based tour operators in pre-booked appointments as well as additional contacts through networking opportunities. Participated in Team Canada event where 90 buyers attended. In partnership with Alaska Travel Industry Association, hosted luncheon for 73 key tour operators.
- American Bus Association (ABA) (January 2011) – Met with 25 U.S.-based tour operators in pre-booked appointments as well as additional contacts through networking opportunities. Participated in Team Canada event where 60 buyers attended. Worked in partnership with Alaska Travel Industry Association for booth space and hosting.
- Quartzite RV Show (January 2011) – Worked in partnership with Alaska Travel Industry Association to for booth space and hosting at RV-specific consumer

show with over 100,000 participants.

- Partnered with Wilderness Tourism Association of the Yukon on the Toronto Adventure Show.
- Partnered with the Klondike Visitors Association, Gold Rush/High Country and Air North on the Edmonton Home and Garden Show and Vancouver Adventure Show.

## NORTH AMERICA MEDIA RELATIONS

**Goals:** Maximize the quality and quantity of unpaid editorial coverage in North American travel trade and consumer print and electronic media outlets promoting Destination Yukon.

Solicit partnership opportunities that create support for the Media Relations Program.

Enhance the integration of media activities into Tourism Yukon's North American marketing campaigns..

**Objectives:**

1. Generate media coverage of at least \$6.25 million (\$3.5 million in the United States, \$2.5 million in Canada, \$250,000 in Mexico) in equivalent advertising value.

### *£ Performance Report*

- North America coverage generated in excess of \$6.24 million.
- Print and electronic unpaid editorial coverage is estimated to be worth approximately \$6 million (\$3.5 million in the United States and \$2.5 million in Canada) in equivalent advertising value.
- In 2010/11 Tourism Yukon, in partnership with the Canadian Tourism Commission and other provincial marketing organizations (PMOs), entered into an agreement with Media Miser for media monitoring services. Unlike in previous years Media Miser will begin to track and evaluate some broadcast and online sources.
- However, at this point not all online sources can be tracked for return on investment (ROI) – this is significant as we continue to rely on and track North American print sources such as major dailies and magazines, all of which run features and stories on their online sites.
- A 2010/11 highlight was Tourism Yukon's online and social media partnership with U.S.-based Land's End (clothing wear) that generated over \$250,000US in unpaid digital media return.
- Tracked and evaluated repeat airings of previously hosted episodes of Canadian TV productions such as Adventures with Jeff, Word Travels along with Mantracker, Wings Over Canada and Departures continue to generate hundreds of thousands of dollars in unpaid media return.
- As in the past, and due to the Canadian Tourism Commission partnership, evaluation of coverage in North American "consumptive-based" media outlets was not tracked and evaluated. This represents a significant dollar amount of unpaid broadcast coverage given that Tourism Yukon has hosted the shooting of multiple TV episodes of Outdoor Passion, Outdoor Obsession, Archer's Choice and Easton Bowhunting. Each episode has aired multiple times and generates thousands of dollars of unpaid broadcast coverage per airing.
- We are confident that the unpaid editorial coverage as generated by these untracked online and broadcast media sources is significant and would allow the program to exceed its target objectives.

- Mexican media generated approximately \$240,000 in equivalent advertising values with a reach of approximately 1.16 million people. Please note: This year, two media journalists were nominated for awards for the articles they published on Yukon. This is also the second year in a row that a Yukon article won an award.

2. Leverage program resources by a minimum of 20 per cent through strategic partnerships.

*£ Performance Report*

- Total levered amount through partnerships is in excess of \$100,000 or more than 50 per cent of estimated program resources (\$200,000).
- Traditional and annual partnerships with the Canadian Tourism Commission and Canadian provincial marketing organizations (PMOs) also leveraged program resources with familiarization tours, media monitoring services and with sponsored marketplace events. Yukon tourism industry also contributed through complimentary (comp) product and reduced media rates. Trade fare air agreements and preferred room rates from Yukon properties/lodges remain as significant contribution factors.
- Examples include: \$8,000US sponsorship of Epicurean Canada (closing event of Canada Media Marketplace in San Francisco, April 13, 2010). Partnerships of this event with Tourism B.C., Tourisme Quebec, Tourism Calgary, Ottawa Tourism, Wines of Ontario, Edmonton Tourism, TransAlta and the Canadian Tourism Commission generated \$67,000US in partnership benefits. Air North, Yukon's Airline and Air Canada trade fare agreements levered an additional estimated \$35,000. Fishing lodge properties such as Inconnu, Kluane Wilderness, Grizzly Lake and Dalton Trail contributed over \$20,000 towards hosting media visits.

3. Host 25 – 30 qualified journalists/media outlets on Yukon familiarization tours.

*£ Performance Report*

- Yukon hosted 76 North American media journalists on 33 familiarization tours (six TV/video productions and 70 print and on-line personnel).
- Yukon hosted four Mexican media journalists on two separate familiarization tours (two hosted May 28 to 31, 2010 and two hosted February 25 to 28, 2011).

4. Engage 15 new media contacts and build relationships.

*£ Performance Report*

- 25 North American journalists who visited the Yukon in 2010/11 were new contacts.
- Three Mexican journalists who visited the Yukon in 2010/2011 were new contacts.
- Yukon sponsored and hosted the Outdoor Writers of Canada Conference in June.

## 2010–2011 MEDIA FAMILIARIZATION TOURS

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APRIL      01–04: Kevin Chong/*Walrus Magazine*

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MAY        25–08: Isabelle Chagnon/*Ulysses Travel Guide/L'actualité*

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JUNE        10–14: B.C. Association of Travel Writers

Baila Lazarus/*Jewish Independent/Business in Vancouver*  
Lenora Hayman/*Today's Senior Newsmagazine*  
Barb Rees/*Freelance/RV Travel*  
10–18: Brian Chan/*Northwest Fly Fishing*  
14–22: Joe/Flora Lloyd/*Curbside Film Productions*  
17–20: Ryan Ver Berkmoes/*Lonely Planet Guidebook*  
19–30: Marie Tison/*La Presse*  
19–26: Benoit Legault/*L'Express*  
15–19: Outdoor Writers of Canada Conference  
20–23: Outdoor Writers of Canada Familiarization Tour:  
Duane Radford/*Freelance*  
Wade Sali/*Freelance*  
Tom Doyle/*Freelance*  
20–30: Outdoor Writers of Canada Familiarization Tour  
Peter Brewster/*Toronto Sun*  
Grant Hopkins/*Freelance*  
Don Meredith/*Freelance*  
28–05: Hayley Mick/*Globe & Mail*  
29–07: Matt Straw/John Cleveland/*In-Fisherman Magazine*

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JULY 08–15: Val Saunders/Adam Saunders/*Canada Travel Guides/Dreamscapes*  
13–18: Brett Rogers/Les Stroud Productions  
KIA cars/20 Motor Journalists  
15–21: Dawson City Music Festival  
Sean Micheals/*Montreal Freelancer/London Telegraph*  
Vish Khanna/*Exclaim! Magazine/CBC 3 Radio/Eye Weekly*  
Ed Readicker-Henderson/*U.S. Freelance*  
Kathy Sinclair/*B.C. Living Magazine* (on-line)  
17–24: John Lovelace/*Midnight Challenge Aviation TV*  
20–27: Jim Couper/*Trailer Life*  
24–02: Mark Stevens/Sharon Matthews-Stevens/*Toronto Freelance*

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AUGUST 01–10: Matt J. Simmons/*Cottage Magazine/Outdoor Canada*  
07–15: Andrew Renton/*TMAC Freelancer*  
12–19: Bobbie Hasselbring/Anne Weaver/*Motor Home Mag/Oregonian*  
27–31: GoMedia Familiarization Tour  
Bea Broda/*Producer/BC Pictures*  
Sarah Murdoch/*Travel Editor/National Post*  
Christine Picheca/*Editor/Canadian Living Magazine*  
Preeti Verma Lal/*Deepblueink.com*  
27–31: GoMedia Familiarization Tour  
John Kantara/*Producer/Kantara Films*

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Ilona Biro/Editor/Canada.AOL  
Chris Robinson/Host/Newstalk Radio  
Helena Katz/Freelance  
James Little/Editor/*Explore Canada Magazine*

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SEPTEMBER 09–13: John Masters/Meridian Writers Group/Vancouver  
14–23: Larry Frolick/Freelance/Toronto)

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FEBRUARY 03–06: Out Yonder Productions: Katherine Gibson, Monty Bassett, Taylor Fox (B.C.)  
TV Documentary: Ted Harrison  
03–13: Yukon Quest/Winter Media Tour  
Lester Picker (freelance/*Chicago Tribune*: Baltimore)  
Mark Stachiew (CanWest: Montreal)  
Joanne Sasvari (freelance: Vancouver)  
Bobbie Hasselbring (RealFoodTraveler.com: Portland)  
Aurelie Resch (*L'Express*/Toronto)  
10–13: Hockey Day in Whitehorse  
John Biehler (blogger: Vancouver)  
Lucas Aykroyd (freelance: Vancouver)  
10–14: Yukon Available Light Film Festival  
Graham Peat (*Georgia Strait* and *Geist Magazine*: Vancouver)

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MARCH 02–08/  
15–20: Curbsyde Productions: Joe and Flora Lloyd (on-line video production)  
To Tuk on Motorcycles  
15–21: The Travel Guy TV Production: with host Frank Greco (Discovery Channel)  
Yukon-wide outdoor activities, First Nations performers, cooking segment

## MEETINGS, CONVENTIONS AND INCENTIVE TRAVEL (MC&IT)

*(Delivered by the Yukon Convention Bureau)*

### Goals:

Position the Yukon as a premier meeting and event destination.

Raise awareness in the marketplace regarding Yukon's cost effectiveness as a meeting and event destination.

### Objectives:

1. Generate \$3.5 – \$5.0 million (net) economic impact annually for the Yukon MC&IT sector.

*£ Performance Report*

- MC&IT conferences and meetings generated approximately \$3.2 million in economic impact in fiscal 2010–2011.

2. Generate 40 – 50 quality MC&IT leads.

*£ Performance Report*

- Yukon Convention Bureau generated 52 leads from tradeshow, networking and sales calls.

3. Host two familiarization (FAM) tours, one in the spring and one in the fall, each comprised of five to ten meetings and event planners and convert two to three meetings from those leads.

*£ Performance Report*

- Five familiarization tours were conducted with 37 planners total attending.
- Red Carpet Tour, 21 participants.
- Two outside familiarization tours, nine participants.
- Midnight Sun Challenge May 6 and 7, 2010, three participants.
- Annual Joint Conference of the Association of Parliamentary Counsel in Canada and the Association of Legislative Counsel in Canada July 6, 2010, two participants.
- Eastern Star August 3, 2010, two participants.
- A total of five meetings/conferences were generated and confirmed from our 2010–2011 familiarization tours. In addition, there are currently three opportunities pending that were generated from our 2010–2011 familiarization tours.

### Confirmed:

- e Midnight Sun Challenge May 6 and 7, 2010, three participants
- e Annual Joint Conference of the Association of Parliamentary Counsel in Canada and the Association of Legislative Counsel in Canada July 6, 2010
- e Eastern Star May 2014
- e Annual Joint Conference of the APCC and ALCC June 2011
- e Chiefs of Protocol Conference September 2011

### Pending:

- e Canadian Museum Association May 2013
- e InterProvincial and Territorial Taxation Conference September 2013
- e Air Cadets May 2014

4. Distribute 3,000 – 4,000 welcoming delegate material.

*£ Performance Report*

Yukon Convention Bureau distributed welcome material to 3,740 delegates.

5. Present five or more Bravo Awards and one Golden Bravo Award.

*£ Performance Report*

In January 2010, the Yukon Convention Bureau Board changed the Bravo Award format to acknowledge all local event committees and award one event the annual Bravo Award.

The 2010 Bravo Award went to the Hockey Day in Canada organizing committee and the Golden Bravo Award went to Unitech Lighting & Sound.

6. Host two to three client events in-market.

*£ Performance Report*

Hosted one sales luncheon in Ottawa for 10 organizations/event planners and hosted the Business After Hours event for the Bravo Awards.

7. Conduct a minimum of two sales missions to our regional and sector markets in Canada.

*£ Performance Report*

Two sales missions were conducted (September 2010 and January 2011), including one in Ottawa and one in Toronto/ Ottawa in the same travel agenda for maximized returns on resources invested.

8. Attend a minimum of two trade shows that directly address the Yukon Convention Bureau's target markets.

*£ Performance Report*

- Two trade shows were attended including the Canadian Society of Association Executives and Tête-à-tête.

9. Increase Yukon Convention Bureau membership by five per cent.

*£ Performance Report*

- Yukon Convention Bureau's 2010-2011 membership is at 89. Six per cent are new members.

## GUIDED AVENTURE

*(Delivered by the Wilderness Tourism Association of the Yukon as Yukon Wild)*

### Goals:

Increase multi-day guided adventure product sales by Yukon operators but not to the exclusion of day product, rentals and lodges.

### Objectives:

1. Enhance and assist Yukon wilderness tourism operators' marketing to maintain or minimize slippage of the 2008 revenues generated by the adventure sector.

#### *£ Performance Report*

- This reporting is provided by the Department of the Environment from the annual trip reports provided by Yukon tourism operators according to requirements of the Wilderness Tourism Licensing Act. This data was not available at the time of reporting.

2. Generate 3,000 qualified new leads via advertising and partnership programs.

#### *£ Performance Report*

4,812 leads were generated (160 per cent of target) through the following activities.

- Consumer shows between April 1, 2010 and March 31, 2011. During these shows Yukon Wild held contests for products from members.
  - e Great Outdoor & DIY Weekender Show in Toronto – 178 qualified leads
  - e Toronto Outdoor Adventure Show – 267 qualified leads
  - e Vancouver Outdoor Adventure Show – 200 qualified leads
- Advertising between January 6, 2011 and March 31, 2011.
  - e Air Canada – 2,448 leads
  - e Google Ad Words – 902 leads
  - e National Geographic – 377 leads
  - e Canadian Geographic – 147 leads
  - e Outside Online – 293 leads

3. Maintain the monthly average of 2,500 qualified visits to [www.yukonwild.com](http://www.yukonwild.com) and maintain a 30 per cent click-through rate to Yukon Wild operator websites.

#### *£ Performance Report*

- A new website was launched January 6, 2011. For the three months from January to March 2011, the site averaged 2,623 visitors/month. This is up from the previous site, which, for the three-month period (October 2010 to January 6, 2011) that the web statistics tool was functioning, recorded 2,233 visitors/month.
- The click-through rate to Yukon Wild operators for January to March 2011 was at 19.5 per cent and is now reported by Yukon Wild to be improving the method and accuracy of data collection.

4. Host a minimum of two target journalists from North America – summer/winter.

#### *£ Performance Report*

- Boreale Mountain Biking:



- e Isabelle Chagnon – Ulysses Guide Book – French Bike Magazine – February 2011
- Northern Tales Travel Services:
  - e One-night aurora viewing March 16 for six Japanese travel trade members organized by Tourism Yukon – our in-kind value \$270
  - e One-night aurora viewing February 26 for two Mexican travel writers (Escalona and Thollet), organized by Tourism Yukon – our in-kind value \$90
  - e One-night aurora viewing and Wildlife Preserve Tour February 6 for six U.S. and Canadian writers, organized by Tourism Yukon – our in-kind value \$327
  - e Four-day Basic Aurora Viewing Package for six travel trade members from Brazil, organized by Jonview & TGK & NTTS – our in-kind value \$3,000
  - e Four-day Basic Aurora Viewing Package for two travel trade members from Brazil, organized by Canada Turismo & NTTS – our in-kind value \$1,215

# Market Plan – Overseas

Goals: Increase awareness of Destination Yukon in the targeted geo-markets of Germany/Switzerland, United Kingdom, Australia/New Zealand, Japan, South Korea, France and the Netherlands.

Objectives:

1. Target an audience of 10 million through advertising and public/media relations.

<b>MEDIA OUTLET/ FAMILIARIZATION TOUR</b>	<b>MARKET</b>	<b>COVERAGE GENERATED</b>	<b>CIRCULATION</b>	<b>EQUIVALENT VALUE</b>
Hannover Zoo – Yukon Bay	Germany	Opening day saw the largest visitation at the Zoo to experience the thematic area branded with Yukon imagery and travel information media coverage reached across all channels and throughout Germany	1,650,000	\$8,250,000
Hannover Zoo – Yukon Bay	Germany	Jambo Magazine – six pages on Yukon	120,000	\$12,600
Condor inflight magazine	Germany	Yukon/Alaska Magazine – 30 pages	20,000	\$75,000
Hannover Zoo – Yukon Bay	Germany	Yukon Magazine – 30 pages	100,000	\$75,000
Nurnberger Nachrichten	Germany	Touring/Klondike– Kluane loop in Yukon 1-page story	150,000	\$23,800
RNZ Zuntung Magazine	Germany	RVing in Yukon cover-page story	150,000	\$23,800
RNZ Zuntung Magazine	Germany	Winter in Yukon half-page story	150,000	\$11,900
RNZ Zuntung Magazine	Germany	Fishing in Yukon half-page story	150,000	\$11,900
Freie Presse	Germany	Canoeing in Yukon 2-page story	290,000	\$68,600
Nurnberger Nachrichten	Germany	Canoeing in Yukon half-page story	150,000	\$11,900
Maerkische	Germany	Canoeing in Yukon	150,000	\$17,500

Allgemeine		¾-page story		
Motorrad – BMW Magazine	Germany	Motorcycle touring in Yukon 8-page spread	135,000	\$100,800
Canada – book	Germany	Yukon 25-page spread – Book won ITB award	25,000	\$96,000
Canada XL	Germany	Canadian Tourism Commission fulfilment	45,000	\$5,000
ZDF, ARD	Germany	Re-broadcasts of Yukon making of Yukon Bay	8,000,000	\$250,000
Fulda Challenge	German-speaking Europe and Canada	35 journalists attend, covering themes and topics on Yukon	n/a	\$7,300,000
GERMAN/SWISS TOTALS			11,295,000	\$16,333,800
TV1	UK	Broadcasts of Ultra Marathon	>2,500,000	\$100,000
BBC2	UK	Re-broadcast of Billy Connelly Edge of the World	>4,000,000	\$650,000
Freelance print	UK	Aurora viewing	n/a	n/a
UNITED KINGDOM TOTALS			6,500,000	\$750,000
Canada Day media event	Australia	Travel Daily (trade e-publication)	35,000	n/a
Canada Day media event	Australia	E-travel Blackboard (trade on-line)	n/a	n/a
Freelance – Allnut	Australia	Senior Lifestyle	17,200	\$900
		Travel Digest – New Zealand	1,500	\$7,800
Freelance – Dobbin	Australia	Sunday Sun Herald – full-page Dawson feature	573,600	\$42,000
		Brisbane Times on-line (Traveller)	88,000	n/a
Canada Day function/editorial provided	Australia	The Senior – Yukon River Quest Australian paddlers	400,495	\$2,496

AUSTRALIAN TOTALS			1,115,795	\$53,196
Travelix – TV	Japan	1-hour TV travel program	>10,000,000	\$750,000
Moment Magazine	Japan	12-page feature	40,000	\$141,180
JAPAN TOTALS			10,040,000	\$891,180

2. Generate media coverage of at least \$3.25 million in equivalent advertising value. (Market targets – \$1 million in Germany/Switzerland, \$500,000 in the United Kingdom; \$500,000 in Australia/New Zealand; \$750,000 in Japan and \$500,000 in the tertiary markets of France, South Korea and the Netherlands).

*£ Performance Report*

- Germany/Switzerland media value \$16.3 million or 1,633 per cent of target.
- United Kingdom media value of \$750,000 or 150 per cent of target.
- Japan media value of \$891,200 or 119 per cent of target.
- Australia/New Zealand media value of \$53,200.
- No media familiarization tours were hosted from France, Netherlands or Korea.

Note: As a result of the change in Condor Airlines 2011 flight schedule, the tourism branch was directed to shift efforts in partnership with the German-speaking Europe travel trade to increase awareness of Yukon as a travel destination from that market. This resulted in budget from some markets, as identified above, being redirected to German-speaking Europe.

3. Generate media coverage of at least \$4.5 million in equivalent advertising value of winter product through continued support of the Fulda Challenge.

*£ Performance Report*

- Germany/Switzerland media value of \$7.3 million or 162 per cent of target.
- Canada media value of \$39,600.

Goals: Increase sales of Yukon products through generation and management of qualified sales leads.

Objectives:

1. Achieve a minimum response rate of 1.4 per cent on consumer campaigns, with a 10 per cent conversion to qualified leads.

*£ Performance Report*

CAMPAIGN	MARKET	RESULTS
Daily Telegraph	UK	<ul style="list-style-type: none"> <li>• 16-page supplement and on-line micro site with call for actions to Yukon, Canadian Tourism Commission, trade and industry sites</li> <li>• \$1 to \$1 match of investment by Canadian Tourism Commission</li> <li>• Competition entries: 15,060</li> <li>• Leads generated: 2,813</li> </ul>
Paddy Pallin summer catalogue	Australia	<ul style="list-style-type: none"> <li>• 50,000 copies of Paddy Pallin summer catalogue (shot in Yukon) distributed through direct mail and in-store</li> <li>• Four weeks in-store promotion, point-of-sale, posters, etc</li> <li>• On-line (Paddy Pallin, Canadian Tourism Commission and Yukon government websites) and Paddy Pallin e-newsletter</li> <li>• 8-page feature in Virgin Blue in-flight magazine</li> <li>• Competition entries: 2,523</li> <li>• Leads generated: 1,365</li> </ul>

2. Generate a total of 9,500 new leads across key markets.

*£ Performance Report*

CAMPAIGN	MARKET	LEADS GENERATED
Daily Telegraph	UK	2,813
Paddy Pallin catalogue	Australia	1,365

3. Communicate quarterly Yukon product offerings to the existing overseas consumer database and all new leads generated.

*£ Performance Report*

Did not occur due to staff shortages.

Goals: Leverage partnerships that help us to reach the target audience.

Objectives:

1. Generate targeted consumer campaigns leveraging a minimum of 50 per cent partnered investment in co-operative dollar and in-kind.

*£ Performance Report*

CAMPAIGN	RESULTS	PARTNER LEVERAGE
Canadian Tourism Commission summer FIT campaign – Australia	Campaign reach = 25.7 million Clicks to campaign microsite = 76,522	\$1 to \$27

2. Identify the best distribution partners in each geo-market and create co-operative marketing opportunities with them as follows – six in German-speaking Europe; four in the United Kingdom; three in Australia/New Zealand; three in Japan and two each in the tertiary markets of France, South Korea and the Netherlands.

*£ Performance Report*

CAMPAIGN	RESULTS	PARTNER LEVERAGE
German-speaking Europe – Canusa – consumer shows/ Wild Card	Campaign reach: 448,000 Packages sold: n/a	n/a
German-speaking Europe – Canusa – newsletter and catalogue	Campaign reach: 650,000 Packages sold: n/a	n/a
German-speaking Europe – DerTour – Geo-Saison supplement and agency posters	Campaign reach: 1,400 agencies Packages sold: n/a	n/a
German-speaking Europe – FTI – co-op ads	Campaign reach: n/a Packages sold: n/a	n/a
German-speaking Europe – Meier’s Weltreisen – travel agent event	Campaign reach: 160 agents Packages sold: n/a	n/a
German-speaking Europe – SK Touristik – Roadshow and consumer events	Campaign reach: 379,870 Packages sold: n/a	n/a
German-speaking Europe – CRD – newsletter and catalogue	Campaign reach: 200,000 Packages sold: n/a	n/a

CAMPAIGN	RESULTS	PARTNER LEVERAGE
German-speaking Europe – Kuoni – Yukon/Alaska consumer direct mail	Campaign reach: n/a Packages sold: n/a	n/a
German-speaking Europe – Skytours – Canada Forum travel agents	Campaign reach: 250 agents Packages sold: n/a	n/a
German-speaking Europe – Canada Alaska Specialists – 2010 Co-op	Campaign reach: 14,000,000 Inquiries: 590 Passengers sold: 478	\$1 to \$14
Japan – Maple Fun Tours	Campaign reach: 150,000 + Packages sold: 64 (+28 per cent over previous year) 12 travel agents also visited as part of campaign	\$1 to \$3.50
Australia – Destination Canada	Campaign reach: 75,000+ Packages sold: 71 per cent increase year to date	\$1 to \$22
Australia – Natural Focus Safaris	Campaign reach: 100,000+	\$1 to \$3.50
<p>GSE – German Speaking Europe = nine co-operative marketing agreements  JPN – Japan = one co-operative marketing agreement  AUS – Australia = two co-operative marketing agreements  France/Korea/Netherlands = no co-operative marketing agreements</p>		

3. Build a global media database and communicate relevant Yukon information on a quarterly basis..

*£ Performance Report*

MEDIA EVENT	MARKET	RESULTS
Canadian Tourism Commission media website	Germany	<ul style="list-style-type: none"> <li>5,258 new visitors</li> </ul>
Canadian Tourism Commission media event	UK	<ul style="list-style-type: none"> <li>17 media attend</li> <li>Yukon presentation conducted by Canadian Tourism Commission</li> <li>Extreme Fishing TV program media familiarization tour generated from show</li> </ul>
Canada Day Event – partnered with Canadian Tourism Commission Australia for trade/media event to celebrate Canada Day	Australia	<ul style="list-style-type: none"> <li>54 media attended</li> <li>Presentations to all guests by three media about their visits to Yukon</li> </ul>

MEDIA EVENT	MARKET	RESULTS
Corroboree	Australia	<ul style="list-style-type: none"> <li>• 74 media attended two events in Sydney and Melbourne</li> <li>• Interest in Yukon familiarization tours registered by eight media which ultimately resulted in one group media familiarization tour in June 2011</li> </ul>
<p>Note: Global media database has been developed (currently 260 members), but as yet no regular communication established as we are awaiting social media tools with which to do this (Twitter being the preferred communication tool for media)</p>		



Goals: Ensure potential consumers can access Yukon product information through on-line channels and knowledgeable international travel trade.

Objectives:

1. Increase on-line traffic to www.travelyukon.com, www.travelyukon.de and www.yukonjapan.com from the key geo-markets by 10 per cent.

*£ Performance Report*

This performance target was not met.

COUNTRY	VISITORS	YEAR ON YEAR CHANGE	CONVERSION TO OPERATORS
Germany *	7,740	-12 %	2,844
Switzerland *	2,627	-10 %	n/a
UK	5,920	-31 %	1,460
Australia	4,118	-11 %	663
France	7,517	-4 %	1,994
Netherlands *	1,836	-4 %	n/a
South Korea	460	-49 %	17
Japan	8,377	-1 %	102
New Zealand	718	-8 %	124
* Data for German-speaking Europe is linked to visitation on the English site until travelyukon.de is seeded with Google analytics tracking codes. Conversion goals for Swiss and Dutch markets were seeded on the English site in March 2011.			

2. Maintain partner product offerings on each of the geo-IP sites (Germany, United Kingdom and Australia).

*£ Performance Report*

Geo-IP packages were updated in both Australia and the UK, however this process has become increasingly difficult with in-market wholesalers not providing timely information. The activity will be reviewed in 2011.

3. Provide Yukon product training to a minimum of 4,000 retail and tour operator staff in Germany/Switzerland, United Kingdom, Australia/New Zealand, Japan and France.

*£ Performance Report*

Yukon product training was provided to 4,712 tour operator staff or 118 per cent of target.

TRAINING	MARKET	RESULTS
Yukon/Alaska College	Germany	<ul style="list-style-type: none"> <li>• Total 1,848 German and 352 Swiss travel agents sign-up in 2010</li> <li>• All took the on-line test</li> <li>• \$1-\$1 partnership investment with Alaska</li> </ul>

<b>TRAINING</b>	<b>MARKET</b>	<b>RESULTS</b>
DerTour & Meier's	Germany	250 reservation, sales and travel agents
Corroboree	Australia	852 travel industry staff (retail and wholesale) attended Corroboree trade training events
Sales calls/training	Australia	Training with reservation/product teams at six major Australian wholesalers
Canada Day event	Australia	54 trade (tour wholesalers/airlines key staff) attended
Canadian Tourism Commission Canada Specialist Program	Australia	Participation through e-newsletters and web training throughout the year to 1,100 members of the program
Spring training seminars	Japan	Travel industry participants: <ul style="list-style-type: none"> <li>• Tokyo = 160</li> <li>• Osaka = 90</li> </ul>
Sales calls/training	Japan	<ul style="list-style-type: none"> <li>• Year-round sales calls/training to Japanese tour operators</li> <li>• Participated in Canadian Tourism Commission VIP meetings and Visit World Canada Working Group</li> </ul>

4. Qualify an additional 100 German travel agents to Yukon Specialist status.

*£ Performance Report*

<b>TRAINING</b>	<b>MARKET</b>	<b>RESULTS</b>
Yukon/Alaska College	Germany	<ul style="list-style-type: none"> <li>• Total 430 agents were certified as specialists or 430 per cent of target</li> <li>• 10 Travel agents selected to experience Yukon and Alaska in 2011</li> </ul>

# Market Plan – Key Initiatives

## YUKON TOURISM BRAND

Goals: Build equity in the Yukon tourism brand.

Continue to position the brand in a way that resonates with our key target market segments.

### Objectives:

1. Develop a usable Brand Toolkit that encourages the tourism industry to support its use.

Working with the Senior Marketing Committee, initial key components of the Brand Toolkit were developed that include Advertising Protocols and Photography Protocols. The existing Logo Standards Guide – Visual Identity is current.

The proposed updated and consolidated Yukon Brand Toolkit content was reviewed by the Senior Marketing Committee in September 2011 and the agency will deliver the first draft of the toolkit by January 2012. The Brand Toolkit will be further enhanced and expanded in 2012 to include on-Brand advertising templates, the integration of Explorer Quotient (EQ) segmentation and global brand integrations guidelines.

2. Consistently apply brand standards in all marketing initiatives and applications.

Significant progress was made working with the Senior Marketing Committee and the department's agencies to develop new advertising creative and approaches. While there is work to do, the department is working with the agency to ensure that advertising creative, photography, positioning and messaging is on-Brand.

Moving forward, the Senior Manager of Marketing is the Brand Steward for global marketing activities and the strategic lead for the Agency of Record is the Brand Steward for all work developed and implemented by the agency.

## INTERACTIVE: WEBSITE AND E-MARKETING

Goals: Promote and create excitement around Yukon experiences.  
Move visitors up the destination decision-making process continuum.

Objectives:

1. Increase unique visitor sessions by 15.0 per cent month-to-month.

### *£ Performance Report*

A total of 241,864 unique visitor sessions occurred on www.travelyukon.com. This represents 92 per cent of the previous year's unique visitor sessions and 80 per cent of our target for the 2010–2011 program year.

ABSOLUTE UNIQUE VISITORS				
MONTH	2009	2010	2011	PER CENT CHANGE
January		21,238	29,393	38.4 %
February		24,627	20,802	-15.5 %
March		35,856	26,417	-26.3 %
April	31,423	23,374		-26.5 %
May	21,544	20,305		-5.8 %
June	22,756	20,455		-10.1 %
July	18,965	18,296		-3.5 %
August	15,946	17,851		11.9 %
September	16,693	14,164		-15.1 %
October	16,609	12,885		-22.4 %
November	22,128	21,389		-3.3 %
December	15,359	16,533		7.6 %

2. Increase average number of pages viewed by 0.5 per visit.

### *£ Performance Report*

Page views on average remained at 4.10 per visit. It should be noted that changes to the site were made during the year to provide visitors with easier access to information of interest. As an example, the homepage was revamped to include travel package offers and the ability to order a Vacation Planner, minimizing the need for visitors to search through the website for those items.

3. Generate above-average industry open and click-through rates for dedicated emails.

### *£ Performance Report*

Please see individual consumer campaign results for details.

4. Ensure www.travelyukon.com is a top 10 response in major search engines against relevant key words.

### *£ Performance Report*

Search engine optimization occurred throughout the year with specific emphasis

at the time campaigns were in market. During campaign periods, travelyukon.com ranked within the top 10 listings on Google, Yahoo and Bing for relevant key words.

## YUKON QUEST

**Goals:** Successfully promote the Yukon Quest as an iconic event to national and international audiences.  
Leverage awareness of the Yukon Quest to position the Yukon as a premier winter destination for adventure and cultural tourism.

### Objectives:

1. Increase fan base on social media sites by 25 per cent and maintain interactive communications throughout the year.

#### *£ Performance Report*

- By the end of March 2011 the Yukon Quest Facebook page had a 73 per cent increase in fans from 5,081 in 2010 to 8,818 in 2011.
- YouTube and Flickr accounts were not active for the 2010 race, but for the 2011 race Flickr saw a cumulative 308,090 photo views of the 1,939 photos and the YouTube page had 134,963 cumulative views and 86,096 cumulative channel views with 184 subscribers.
- Yukon Quest maintains active communication with its fan base using Facebook and Twitter. Current posts on Facebook regularly draw over 10,000 impressions, with two posts within the week of July 3 seeing around 16,000 impressions.

2. Increase unique visits to the website by 15 per cent.

#### *£ Performance Report*

- Unique visitors for the 2011 race increased to 68,450, which is over eight per cent higher than the number of unique visitors for the 2010 race (63,345).

3. Secure a minimum of 30 stories domestically and 20 internationally that promote the Yukon and the race.

#### *£ Performance Report*

- From April 2010 to April 2011, 84 stories were featured in Canadian media outlets on the Yukon Quest, 52 of which were local/Yukon. An impressive 207 stories were featured internationally, 201 of which were in the United States and six outside of North America or overseas.
- Additionally, 35 press releases were sent out during the year (not including race time) to more than 500 media members. A total of 27 press releases were sent out during the actual 2011 race, to all 73 accredited media.

## SPORT TOURISM

Goal: Support sport tourism strategy by working with stakeholders (Yukon government departments of Community Services and Economic Development, Yukon Convention Bureau, Sport Yukon, Yukon municipalities and Yukon businesses) to develop effective strategies.

### Objectives:

1. Increase fan base on social media sites by 25 per cent and maintain interactive communications throughout the year.

#### *£ Performance Report*

- Sport Yukon continued to work with stakeholders to develop effective strategies and promote Yukon as a sport tourism destination. This included:
  - e Meeting with and soliciting National Sport Organizations (NSOs) and sports events organizers.
  - e Submitting and reviewing bids to host events.
  - e Supporting Territorial Sport Organizations (TSOs) to submit bids.
  - e Working with and supporting TSOs to understand the sport tourism services provided by Sport Yukon.
  - e Collateral material development and enhancing support tools.

Meeting with and soliciting National Sport Organizations (NSOs) and sports event organizers – NSOs and sports events organizers were targeted throughout the year, which included email notices, face-to-face meetings and attendance and participation at the 2010 Canadian Sport Tourism Association – Sports Congress.

- e Email notices to NSOs informing them of sporting event opportunities in Yukon
- e 11 face-to-face meetings with NSOs and sporting event organizers
- e Follow up with nine NSOs and sporting event organizers
- e Ongoing communications with five NSOs and sporting event organizers

Submitting and reviewing bid proposals to host events – Bid proposals targeted those specific events where there was a “match” and included interest from the local (Yukon) level to host an event, along with interest from the event organizer.

- Bid submissions included:
  - e 2012 BC AA Regional Swim Championship
  - e 2012 Canadian Sport Tourism Association – Sports Congress
  - e Whitehorse 2011 Scotiabank Hockey Day in Canada
  - e Squash Canada – 2011 Annual General Meeting
- Two bid opportunities were reviewed in detail with accompanying recommendations for moving forward. They included:
  - e Broomball Yukon’s bid to host an international championship.
  - e A review of the requirements and potential to host an upcoming Western Canada Summer Games.

Working with and supporting Territorial Sport Organizations (TSOs)

- TSO support/training opportunities and updates about Sport Yukon's role in attracting sports events to Yukon have been communicated to the 70+ Sport Yukon members primarily made up of TSOs. Communications included:
  - e Two email notices
  - e Website content updates – ongoing
  - e One workshop
- On December 2, 2010 Sport Yukon hosted the second Sports Bid Review and Bid Templates Workshop. All Yukon TSOs were invited to attend the workshop, which focused on four key areas:
  - e The role of Sport Yukon as the territorial lead in attracting sports events to Yukon.
  - e The services and support available to TSOs who wish to bid on sports events to be hosted in Yukon.
  - e A review of bid templates.
  - e Discussions about what bids TSOs are planning to bid on.
- Six TSOs have continued to work with Sport Yukon as a result of ongoing communications and facilitated workshops. They include:
  - e Judo Yukon
  - e Basketball Yukon
  - e Cross Country Ski Yukon
  - e Yukon Curling Association
  - e Glacier Bears Swim Club
  - e Broomball Yukon

#### Collateral material and support tools

- Collateral material and support tools were developed to assist with promotional efforts. These materials and tools have been designed to be used by both Sport Yukon and TSOs who are in communication with sports event organizers – they include:
  - e Presentation folders
  - e Content updates to the Sport Yukon website
  - e Sport and facility fact sheets
  - e Bid template updates
  - e Sport event budget template enhancements

# Market Plan – In-Destination

## VISITOR INFORMATION CENTRES

Goal: Increase length of stay and expenditures of visitors in Yukon.

### Objectives:

1. Achieve visitor registrations in all six Visitor Information Centres equal to 80 per cent of total visitation to Yukon for the months of May through to September as measured by border crossing statistics supplied by Canada Customs.

#### *£ Performance Report*

- Visitor registrations at our six Yukon Visitor Information Centers totalled 212,404 from May through to September, 2011 representing 77 per cent of total visitation to the territory for that period.
- Visitor registrations at our six Yukon Visitor Information Centres for the 2011 summer period were up 17 per cent compared to the same period in 2010, or 30,235 more registrants.

2. To better recognize traveller segments that visit Visitor Information Centres and provide them with comprehensive and accurate information on the things they would like to do and see throughout Yukon.

#### *£ Performance Report*

- Visitor Information Centre staff received training from our research officer on the key market segments targeted by our marketing programs. Staff were trained on the interests of those segments with the intent of providing visitors with information on Yukon experiences, products and services they would be interested in.
- Working in partnership with Yukon tourism operators, communities, other government departments and units within the department, the Tourism Branch, staff from the Visitor Information Centres provided relevant, timely and accurate information to 212,404 visitors this summer.

3. Facilitate training opportunities and exchanges between Visitor Information Centres and regional information/interpretive centres in Yukon.

#### *£ Performance Report*

- The department works with all community and regional visitor information centres on brochure distribution, information sharing and relationship building. All community and regional visitor information centres were contacted this year by one of our six Visitor Information Centres. The Visitor Information Centres also developed a fan out system to ensure that current information (road conditions, fire hazards, etc.) was accurately disseminated to all community and regional visitor information centres for visitor consumption.

4. Encourage staff within Visitor Information Centres in Northern British Columbia, Northwest Territories



and Yukon to share information on their respective regions and operations.

*£ Performance Report*

- Staff within the Visitor Information Centres work closely with their counterparts in British Columbia, Alaska and the Northwest Territories to promote the region and share accurate and relevant information to travellers.

## REGIONAL INITIATIVES

Goal: Increase length of stay and expenditures of visitors in Yukon.

Objectives:

1. Increase information sharing and co-operation among Yukon communities, regions and the department:

*£ Performance Report*

- Staff from the department regularly travelled to Yukon communities to attend meetings, meet with stakeholders and communicate the department's programs and partnership opportunities. In addition, the department's Visitor Information Centre supervisors also attended local Chamber of Commerce meetings (Watson Lake and Dawson City) along with community meetings on key projects in Carcross and Haines Junction.

2. Develop open lines of communication and partnerships with all communities to allow us to enhance our visitors' experience; to encourage visitors to stay longer in the territory.

*£ Performance Report*

- The Stay Another Day program partnered with two Yukon communities on initiatives to increase the length of stay of visitors in their respective regions. The following initiatives were supported by the Stay Another Day program:
  - e Stewart Crossing Visitor Information Kiosk – In partnership with the Village of Mayo, the Na-Cho Nyak Dun First Nation and the Silver Trail Tourism Association, the Stay Another Day program helped to support visitor information gathering on visitors travelling up and down the North Klondike Highway and promotion of the Silver Trail region as a travel destination.
  - e In partnership with the Village of Haines Junction, the Stay Another Day program supported the development of a new Haines Junction brochure that shows their region and all that it has to offer. These brochures were available to all the Yukon Visitor Information Centres and other outlets throughout the Yukon.

# Development Plan

## PRODUCT DEVELOPMENT INITIATIVES

Goal: Advance Yukon's tourism products to meet and exceed standards.

Objectives:

1. Increase the number of market- and trade-ready tourism businesses.

### *£ Performance Report*

- The product development unit counselled 25 new and existing businesses, consultants and organizations regarding service expectations and product delivery in the tourism industry.
- Assessed all businesses applying to the Tourism Co-operative Marketing Fund to ensure they complied with the appropriate business, market and trade-ready criteria for their respective initiative.
- Represented Tourism Branch interests on the Community Development Fund internal working group.
- Provided advice and access to the business, market and trade-ready criteria for organizations who want to implement the criteria in their own programs.
- All new businesses were presented with information regarding: distribution of sales channels, how to work with travel trade, visitor and service expectations, networking and trade relationships, and the importance of website presence.
- Supported and continues to support the Yukon Tourism Education Council's Ready To Work program providing training for present and future tourism employees.
- Provided tourism advice to the Yukon Business Development program's business advisor for tourism clients. (ongoing)

Goal: Grow year-round tourism products and niche tourism products that meet market demand and reflect Yukoner values.

Objectives:

1. Enhance Yukon's wildlife viewing program.

### *£ Performance Report*

- Continue to partner with Department of Environment (the lead) to finalize the Wildlife Viewing Strategy and to identify opportunities to grow and market wildlife viewing experiences in Yukon to visitors.
- Provided funding for the Wilderness Tourism Association of the Yukon's natural history interpretation workshop.

2. Expand Yukon-based industry intelligence, analytical tools and services to support marketing and product development.

### *£ Performance Report*

- Ongoing enhancement and additions to the tourism industry resource website.
- Participated on the Yukon Business Development Project steering committee with the Department of Economic Development, CanNor, Indian Business Development Corporation, Yukon Technology and Innovation Centre, Whitehorse Chamber of Commerce.
- Ongoing review of industry newsletters, articles and opportunities. Dispersing of information when relevant.
- Printed and distributed product development and marketing material at the front reception "help yourself shelf."
- Ongoing counselling of new and existing tourism businesses in niche and mainstream markets.

- Provided funding support to the Tourism Industry Association of the Yukon (TIAY) Spring Conference business development workshops.
  - Provided information and technical expertise to TIA Yukon's Land Asset Identification and Analysis project.
3. Ensure tourism interests are represented and considered in all planning, resource development and environmental assessment processes.

*£ Performance Report*

- Participated in the working group for the implementation of the Labour Market Information Strategy.
- Participated in the working group for the Temporary Foreign Worker Annex program.
- Provided tourism information and expertise to the Peel Watershed Land Use Planning Process. Tourism interests and issues are reflected in the Recommended Peel Watershed Land Use Plan.
- Participated as a Yukon government representative on the Kusawa and Agay Mene Park Planning Steering Committees.
- Represented Tourism Branch interests in the Yukon Environmental and Socio-economic Assessment Board (YESAB) review of approximately 50 projects.
- Worked extensively with tourism, guide outfitter and community clients regarding issues and concerns with projects undergoing a YESAB assessment. (e.g. Alexco. and Mactung mine proposals; mineral exploration and forestry projects);
- Contributed to Parks Canada's Five Year Review of Kluane and Vuntut National Park Management Plans. Tourism interests are represented and reflected in the updated plans for both parks.
- Participated on the Big Game Outfitting Land Review Committee and preliminary review of the land tenure application for Lone Wolf Outfitting.
- Identified Tourism Branch interests during development of the *Yukon Forest Act*.

Goal: Grow tourism capacity Yukon-wide.

Objectives:

1. Ensure tourism industry stakeholders and potential new tourism suppliers are informed of existing tourism training opportunities, accredited programs and access to funding.

*£ Performance Report*

- Ongoing vetting of information for the tourism industry resource website.
- Provided counselling, information on funding programs, proposal processes and potential resources or partners of interest to:
  - e New and existing entrepreneurs
  - e Consultants and contractors
  - e Non-profit organizations
  - e Other Yukon government branches/units.

2. Improve co-ordination of the delivery of tourism business services in co-operation with other related agencies.

*£ Performance Report*

- Consulted with other service delivery providers and other Yukon government branches regarding common clients (ongoing).
- Updated and added links to service providers' websites on tc.gov.yk.ca. Maintain "business development links" section.
- Linked to TIA Yukon Business Services Inventory listings

3. Contribute to First Nation capacity development initiatives.

*£ Performance Report*

- Consulted with First Nation entrepreneurs and those thinking of entering the industry.
- Ongoing posting of associated research and articles on aboriginal tourism development to the department's website and at front reception on the "help yourself shelf."
- Provided funding to the Adaka Festival for product development workshops.

Goal: Alleviate labour shortages in Yukon's tourism industry.

Objectives:

1. Ensure that tourism is represented in all discussions regarding labour shortage strategies and plans for Yukon.

*£ Performance Report*

- Participated in the working group of the Yukon Labour Market Information Action Plan.
- Represented the branch in the working group of the Temporary Foreign Worker Annex program for Yukon.
- Supported the Yukon Tourism Education Council's role in Yukon's tourism industry as the lead organization for tourism training and tourism labour issues.
- Partnered with Advanced Education through the Labour Market Agreement to support Yukon Tourism Education Council's delivery of two intakes of the Ready to Work program.
- Participated in discussions with the Canadian Tourism Human Resource Council to develop a human resource module for Yukon, which would provide a wealth of employment data. This data could be used to support strategic policy decisions regarding jobs in this sector.

## PRODUCT DEVELOPMENT PARTNERSHIP PROGRAM (PDPP)

Goal: Stimulate the development of tourism products, facilitate tourism workshops and build tourism capacity.

Objectives:

1. Increase industry knowledge and capacity among all Yukon tourism stakeholders.
2. Raise awareness of niche market demand, niche trends and niche product development.
3. Contribute towards the development of new tourism products for all markets.
4. Share and inform industry on best practices, standards and codes of conduct.

*£ Performance Report*

- Projects funded under this program include:
  - e Yukon Tourism Education Council, Ready to Work/Canadian Workplace Essentials<sup>1</sup>
  - e TIA Yukon Spring Conference business development workshops
  - e Keynote Speaker – Marketing to the Luxury Traveller, John Caton
  - e Workshop – Going Green, Charlie James
  - e Workshop Innovation and New Product, Lian Dumouchel
  - e Presentation – Wine Pairing, Pat Berrel
  - e Wilderness Tourism Association of the Yukon – Transport Canada Small Vessel Certification
  - e Adaka Festival – Product development workshop

- e Whitehorse winter festivals – Potential for marketing partnership
- e Wilderness Tourism Association of the Yukon – Natural history workshop
- e Wilderness Tourism Association of the Yukon – Backcountry emergency contact listings

<sup>1</sup> Funded through the Labour Market Agreement in partnership with Yukon Advanced Education

## TOURISM CO-OPERATIVE MARKETING FUND (TCMF)

*Applications and details can be found on-line at [tc.gov.yk.ca](http://tc.gov.yk.ca)*

**Goals:** To assist in the marketing of Yukon tourism products and services to prospective visitors around the world.

Strengthen Tourism Yukon's brand image and help showcase the territory in key markets, which will assist in the growth of Yukon's economy.

Encourage market-ready and/or trade-ready tourism businesses, First Nations governments, municipalities, organizations or partnerships to partner with Tourism Yukon in the promotion of Yukon products.

### Objectives:

1. Stimulate and partner in targeted innovative programs.
2. Increase visitation in all four seasons.
3. Co-ordinate and leverage industry and Tourism Yukon's marketing efforts.
4. Extend the reach and impact of the department's marketing programs..

#### *£ Performance Report*

- Funds allocated and spent for TCMF 2010–2011  
Budget: \$700K  
Revote: \$157K  
Total spent: \$552,053.75
- Marketing Projects, April 1, 2010 – March 31, 2011  
Total Applications: 127  
Approved: 121  
Declined: 5  
Withdrawn: 1  
Total Spent: \$395,356.65
- Total Applications: representing 36 companies, 38 shows and 6 sales calls  
Approved: 52  
Declined: 0 clients, 1 show  
Total Spent: \$156,697.10

SUCCESSFUL APPLICANTS TO THE FUND:

CLIENT NAME	BUSINESS TYPE	COMMUNITY
Adventure Tours Yukon Wild Ltd.	Adventures	Whitehorse and surrounding area
Air Force Lodge	Accommodation	Watson Lake
Air North Training and Charter Ltd.	Travel (Ground & Air)	Whitehorse and surrounding area
Alpine Aviation (Yukon) Inc.	Travel (Ground & Air)	Whitehorse and surrounding area
Amber Campground Enterprises o/a Robert Service Campground	Accommodation	Whitehorse and surrounding area
Aurora Inn Holdings Ltd.	Accommodation	Dawson City
Backwoods 4X4 Tours	Adventures	Whitehorse and surrounding area
Beez Kneez Backpackers Ltd.	Accommodation	Whitehorse and surrounding area
Big Horn Hotel & Tavern Inc.	Accommodation	Whitehorse and surrounding area
Blackstone Outfitters Ltd.	Adventures	Whitehorse and surrounding area
Bombay Peggy's Inn & Pub Ltd.	Accommodation	Dawson City
Bonanza Gold Motel & RV Park	Accommodation	Dawson City
Bonanza Klondike Incorporated	Accommodation	Whitehorse and surrounding area
Bonnet Plume Outfitters (1989) Ltd.	Adventures	Mayo
Boreale Mountain Biking Ventures	Adventures	Whitehorse and surrounding area
Buckshot Betty's Bakery & Restaurant	Accommodation	Whitehorse and surrounding area
Carmacks Hotel Ltd	Accommodation	Carmacks
Chamco Enterprises Ltd.	Accommodation	Whitehorse and surrounding area
City of Whitehorse	DMO	Whitehorse and surrounding area
Coalmine Campground	Accommodation	Carmacks
Copper Moon Retreat	Accommodation	Whitehorse and surrounding area
Cottonwood Park Ltd.	Accommodation	Destruction Bay
Dawson Peaks Adventure Company Ltd.	Accommodation	Teslin
Edgewater Hotel	Accommodation	Whitehorse and surrounding area
Eldorado Hotel	Accommodation	Dawson City
Frances Lake Wilderness Lodge	Accommodation	Whitehorse and surrounding area
Gold Bottom Mine Tours	Adventures	Dawson City

CLIENT NAME	BUSINESS TYPE	COMMUNITY
Gold Rush Campground Ltd.	Accommodation	Dawson City
Grizzly Creek Lodge Company	Adventures	Tagish
Harper Street Publishing	Receptive Operators	Carcross
Headwaters 2 Ocean Troutfitter	Adventures	Whitehorse and surrounding area
Hi Country RV Park	Accommodation	Whitehorse and surrounding area
Hidden Valley Bed & Breakfast	Accommodation	Whitehorse and surrounding area
High Country Inn	Accommodation	Whitehorse and surrounding area
Historical Guest House	Accommodation	Whitehorse and surrounding area
Kanoe People Ltd.	Adventures	Whitehorse and surrounding area
Kathleen Lake Lodge, o/a Kathleen Cabins	Accommodation	Haines Junction
Klondike Kate's Cabins & Restaurant	Accommodation	Dawson City
Klondike RV Rentals & Sales	Travel (Ground & Air)	Whitehorse and surrounding area
Klondike Sun & Snow Recreation	Adventures	Whitehorse and surrounding area
Klondike Visitors Association (KVA)	DMO	Dawson City
Kluane Wilderness Lodge	Adventures	Whitehorse and surrounding area
Kopper King Services Ltd.	Accommodation	Whitehorse and surrounding area
Kwanlin Dun First Nation	Municipalities	Whitehorse and surrounding area
Latitude Destination Management	Receptive Operators	Whitehorse and surrounding area
Lead Dog Backpackers	Accommodation	Whitehorse and surrounding area
Little Atlin Lodge	Accommodation	Tagish
MacBride Museum	NGO	Whitehorse and surrounding area
Mendenhall Malamute Bed and Breakfast	Accommodation	Whitehorse and surrounding area
Mervyns Yukon Outfitting	Adventures	Whitehorse and surrounding area
Midnight Sun Bed & Breakfast	Accommodation	Whitehorse and surrounding area
Miles Canyon Historical Railway Society	Accommodation	Whitehorse and surrounding area
Mountain Ridge Motel and RV Park	Accommodation	Whitehorse and surrounding area



CLIENT NAME	BUSINESS TYPE	COMMUNITY
		area
Muktuk Adventures Ltd.	Adventures	Whitehorse and surrounding area
Nahanni River Adventures	Adventures	Whitehorse and surrounding area
National Outdoor Leadership School	NGO	Whitehorse and surrounding area
Nature Tours Of Yukon	Adventures	Whitehorse and surrounding area
Northern Beaver Post	Accommodation	Watson Lake
Northern Tales Travel Services Inc.	Adventures	Whitehorse and surrounding area
Northern Vision Development Corp.	Accommodation	Whitehorse and surrounding area
Outside the Cube	Receptive Operators	Whitehorse and surrounding area
Patti Balsillie Management Consulting	Receptive Operators	Whitehorse and surrounding area
Pioneer RV Park/Kostiuk Holdings Ltd.	Accommodation	Whitehorse and surrounding area
Raven Hotel Ltd. (The)	Accommodation	Haines Junction
River View Hotel Inc.	Accommodation	Whitehorse and surrounding area
Ruby Range Adventure Ltd.	Adventures	Whitehorse and surrounding area
Ruby Range Wilderness & Fishing Lodge/ Dunedin River Outfitters	Accommodation	Haines Junction
Silvertip Business Consulting	Receptive Operators	Whitehorse and surrounding area
Skky Hotel	Accommodation	Whitehorse and surrounding area
Sky High Valley Ranches Ltd	Accommodation	Whitehorse and surrounding area
Spirit Lake Wilderness Resort	Accommodation	Carcross
Spirit of the North Guides	Adventures	Whitehorse and surrounding area
Stehelin's Wilderness Fishing Yukon	Adventures	Whitehorse and surrounding area
Sundog Retreat	Accommodation	Whitehorse and surrounding area
Tagish Wilderness Lodge	Accommodation	Tagish
Taiga Journeys	Adventures	Whitehorse and surrounding area
Takhini Hot Springs Ltd.	Adventures	Whitehorse and surrounding area
Takhini River Lodge	Accommodation	Whitehorse and surrounding

CLIENT NAME	BUSINESS TYPE	COMMUNITY
		area
Talbot Arm Motel	Accommodation	Destruction Bay
Teslin Recreation Society	Municipalities	Whitehorse and surrounding area
Teslin Tlingit Heritage Centre	NGO	Whitehorse and surrounding area
Tom's Touring Service	Adventures	Whitehorse and surrounding area
Tourism Industry Association of the Yukon (TIA)	NGO	Whitehorse and surrounding area
Town Of Watson Lake	Municipalities	Watson Lake
Town of Faro	Municipalities	Faro
Trans North Turbo Air Ltd.	Travel (Ground and Air)	Whitehorse and surrounding area
Trek Over The Top	Adventures	Dawson City
Triple J Hotel	Accommodation	Dawson City
Uncommon Journeys Ltd.	Adventures	Whitehorse and surrounding area
Up North Adventures	Adventures	Whitehorse and surrounding area
Versleuce Meadows B&B	Accommodation	Whitehorse and surrounding area
Village of Haines Junction	Municipalities	Whitehorse and surrounding area
Village of Carmacks	Municipalities	Whitehorse and surrounding area
Walden's Guiding & Outfitting Ltd.	Adventures	Whitehorse and surrounding area
Westmark Hotels of Canada Ltd.	Accommodation	Whitehorse and surrounding area
Whitehorse Air Services Ltd.	Travel (Ground and Air)	Whitehorse and surrounding area
Wolf Lake Wilderness Lodge	Adventures	Whitehorse and surrounding area
Yukan Canoe	Adventures	Whitehorse and surrounding area
Yukon Brewing Company	Adventures	Whitehorse and surrounding area
Yukon Convention Bureau	DMO	Whitehorse and surrounding area
Yukon Film Society	NGO	Whitehorse and surrounding area
Yukon Horseback Tours	Adventures	Whitehorse and surrounding area
Yukon Transportation Museum Society	NGO	Whitehorse and surrounding area

CLIENT NAME	BUSINESS TYPE	COMMUNITY
Yukon Wide Adventures	Adventures	Whitehorse and surrounding area
Yukon Wildlife Preserve	NGO	Whitehorse and surrounding area

# Tourism Research Plan

## RESEARCH PROGRAM

**Goal:** To generate and distribute credible, relevant and timely business data and intelligence to support Tourism Yukon's and other stakeholders' strategic marketing and investment decisions.

**Objectives:**

1. Expand Yukon-based industry intelligence, analytical tools and services to support marketing and product development.

*£ Performance Report*

- Presented the research program at the 2010 Tourism Industry Association of the Yukon Conference.
- Conducted the 2009–2010 Yukon Tourism Marketing Conversion Study to measure the effectiveness of Tourism Yukon's 2009–2010 marketing campaigns.
- Provided funding and committee support to Yukon Bureau of Statistics to conduct the 2010 Yukon Business Survey.
- Conducted preliminary consultations with industry partners on the development of a new Yukon visitor tracking program.
- In response to industry partner demand, designed and conducted a product inventory database survey.
- Provided and interpreted Yukon-specific market and consumer data to entrepreneurs.

2. Assess global market conditions to identify opportunities and threats.

*£ Performance Report*

- Compiled and disseminated the 2011–2012 Tourism Yukon Situation Analysis focusing on economic and other conditions in key markets which affect outbound travel.
- Partnered with the Canadian Tourism Commission (CTC) and other jurisdictions for the Global Tourism Watch in Yukon and CTC emerging and core markets.
- Partnered with various provinces on the audit and analysis of Statistics Canada's International Travel Survey (ITS) to generate Yukon-specific data tables on visitor volumes and spending.
- Partnered with the Canadian Tourism Commission and various provinces to enhance the methodology of the International Travel Survey to improve data collection and interpretation.
- Participated in federal/provincial/territorial research committees to maximize Yukon's benefit from existing consumer and market research and engage in new research projects.

3. Improve on business intelligence that measures and tracks Yukon's competitive position in various tourism sectors both nationally and internationally.

*£ Performance Report*

- Monthly preparation of the Yukon Tourism Indicators Report including:
  - e Border crossing statistics.
  - e Visitation to Visitor Information Centres.
  - e Arriving and deplaning passengers at Erik Nielsen Whitehorse International Airport.
  - e Statistics Canada monthly reports indicating Yukon's overall performance relative to other Canadian jurisdictions.
- Provided funding and committee support to Yukon Bureau of Statistics to conduct the 2010 Yukon Business Survey.
- Partnered with federal/provincial/territorial research partners on exploring options for the development of a provincial/territorial tourism satellite account.
- The department participated in discussions with the Canadian Tourism Human Resource Council to develop a human resource module for Yukon, which would provide a wealth of employment data. This data could be used to support strategic policy decisions regarding jobs in this sector.



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