



CITY OF YELLOWKNIFE

2015-2019 TOURISM STRATEGY BACKGROUND REPORT

June 2014



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1.0 Introduction

1.1 Strategy Background

For a number of years, the City of Yellowknife ('City'), via the Department of Communications and Economic Development (formerly the Department of Economic Development), has undertaken a range of tourism-related activities and has provided funding for tourism promotional initiatives conducted with key tourism partner organizations (i.e., the Northern Frontier Visitors Association [NFVA], NWT Tourism, and the Government of the Northwest Territories Department of Industry, Tourism and Investment [GNWT ITI]).

In 2012, as a result of a growing interest in and recognition of Yellowknife's tourism potential, the City decided to create separate, but complementary, economic development and tourism strategies rather than one combined strategy. In the City's 2014 budget (page 225), the need to address the lack of tourism product and the provision of tourism support services was identified as a priority. In turn, a project was identified as part of the City's 2014 budget and funding was obtained from the Canadian Northern Economic Development Agency, to develop a tourism strategy for the City of Yellowknife which identifies how the City can most effectively support tourism in Yellowknife and provides a clear framework for moving forward over the next five years (2015 to 2019).

1.2 Planning Context

The *City of Yellowknife Tourism Strategy (Tourism Strategy)* is intended to contribute to the achievement of the following City of Yellowknife vision and goals:

A welcoming, inclusive, vibrant and family-oriented City with a strong sense of community pride. We will strive to be self-sufficient while actively promoting economic development and tourism and protecting our unique history, culture and natural beauty.

Goal 1: Building a sustainable future

Goal 2: Stewards of our natural and built environment

Goal 3: Enhancing communications and community engagement

Goal 4: Creating and sustaining meaningful relationships.

The *Tourism Strategy* complements the above vision and goals by identifying tourism initiatives that will help contribute to a sustainable economy, that leverage but respect the community's natural and built environment and unique history and culture, that improve community awareness of and engagement in

the tourism industry, and that foster stronger relationships between the various tourism stakeholders. Combined, the tourism initiatives presented in this *Tourism Strategy* will help support the City’s vision of a more welcoming and vibrant community and an increase in residents’ pride in the city.

In addition to complementing the City’s vision and goals, the Terms of Reference for this project (see Appendix A) require that the *Tourism Strategy*:

- complement the *City of Yellowknife 2014-2019 Economic Development Strategy* and other relevant community planning initiatives (see Table 1 below);
- identify opportunities for expanding the City’s tourism potential;
- identify opportunities for working effectively with the City’s tourism partners; and,
- reflect consideration of the City’s current operational budget.

The following table presents an overview of major City planning initiatives that have implications for tourism and were considered in the development of the *Tourism Strategy*.

Table 1: City of Yellowknife Planning Initiatives with Tourism Implications	
Purpose	Tourism Implications
City of Yellowknife 2014-2019 Economic Development Strategy	
<p>This document lays out a five-year plan (2014-2019) to guide economic development in Yellowknife in a manner that contributes to the achievement of the goals of being a city open for business and having a diverse business community, a dynamic growing community, and a talented and educated community.</p>	<p>Tourism is addressed on a number of occasions throughout the <i>Economic Development Strategy</i> and is reflected in several of the recommended actions including:</p> <ul style="list-style-type: none"> • Action 2: Work with the NFVA to promote tourism and customer service training for front-line tourism workers. • Action 14: Undertake a tourism strategy that addresses the relationship between the City of Yellowknife, NWT Tourism and the NFVA and positions the City to attract tourists and sustain tourism investment. • Action 30: Continue working with NWT Tourism to promote Yellowknife in key domestic and international markets to increase visitation from these key markets. • Action 36: In conjunction with CDETNO/Chamber/City/other partners, create a way-finding initiative to direct visitors to shopping and dining experiences.
Yellowknife Harbour Plan Strategy	
<p>This document was completed in 2012 and lays out a comprehensive plan for the</p>	<p>A number of recommendations in this Strategy have implications for tourism including, for example:</p> <ul style="list-style-type: none"> • Restricting leases for private uses of public waterfront

Table 1: City of Yellowknife Planning Initiatives with Tourism Implications	
Purpose	Tourism Implications
development of Yellowknife’s harbour. It includes 43 recommendations grouped under six headings: Natural Heritage; Parks and Open Space; Trails; Arts, Heritage, Tourism and Culture; Harbour Uses and Neighbourhoods and Districts.	<p>(maintains access for recreational users of the lake);</p> <ul style="list-style-type: none"> • Developing new trails; • Developing a comprehensive trail wayfinding/signage strategy; • Enhancing the programming of festivals and events year-round; and, • Undertaking a market analysis to determine whether a marina could be supported. <p>Components of the Harbour Plan Strategy are being implemented as funds become available.</p>
Championing Well-Being in Yellowknife – City of Yellowknife Social Plan	
This plan was produced in 2009 as part of the City’s commitment to the well-being of its residents and in response to concerns long raised by residents regarding community safety and crime issues associated with homelessness and substance abuse.	<p>This plan is of relevance to tourism because some of the recommendations it includes would, if implemented, help to address concerns raised by many tourism stakeholders regarding the negative impact that the City’s homeless and substance abusers have on visitors (e.g., creating safety and crime concerns). Of particular relevance (based on input from tourism stakeholders) are recommendations relating to:</p> <ul style="list-style-type: none"> • Provision of public washroom facilities; • Provision of a day centre to provide a refuge for the homeless; and, • Fostering civic pride among the City’s diverse populations.
Downtown Plan	
The Downtown Plan came into effect in 2002 and identifies 36 actions aimed at encouraging the revitalization of the downtown core. Various initiatives implemented over the last 12 years include, for example, streetscaping of 50 th Street, funding for façade improvements, and installation of some public art.	<p>Tourists are attracted to and appreciate attractive cities and downtown revitalization is strongly linked to increased business and tourism activity. As such, the continuing implementation of <i>Downtown Plan</i> initiatives that beautify Yellowknife are expected to benefit tourism and improve visitor experiences.</p>

It is also important to note that the activities of the City of Yellowknife are guided by the *Cities, Towns and Villages Act (CTV Act)* of the Government of the Northwest Territories which identifies the allowable activities of territorial municipal governments. Of relevance to the *Tourism Strategy* is Section 68 of the *CTV Act* which identifies the allowable activities in which a municipality can engage in the area of economic development.

68 (1) A municipal corporation may encourage economic development for a municipal purpose, including the establishment, expansion or continuation of a business or industry in the municipality, in any manner it considers appropriate.

(2) A municipal corporation shall not purchase shares or provide loans or guarantees to encourage economic development.

(3) For greater certainty, a municipal corporation may provide grants in accordance with section 123 to encourage economic development.

(4) A municipal corporation may enter into an agreement for the purposes of this section with

(a) an individual or corporation;

(b) a government or entity with which it may enter into a delegation agreement; or

(d) a municipal government outside of the Northwest Territories.

As the above section of the *CTV Act* makes clear, the City of Yellowknife is authorized to encourage the development of the tourism industry in any manner it considers appropriate. While the City cannot provide loans in support of economic development, it can provide grants plus it can enter into an agreement with another organization for the purposes of encouraging economic (including tourism) development.

1.3 Strategic Planning Process

The *City of Yellowknife Tourism Strategy* was prepared over a three and a half month period (February – May 2014). The strategic planning process included the following key activities.

- The study team made a presentation to the Mayor, Council and City Directors focusing on the roles of key tourism organizations, the economic value of tourism, and the current status of tourism in the Northwest Territories and Yellowknife.
- A range of tourism and economic development related reports, documents and data were reviewed and used to provide an understanding of the planning context for this *Tourism Strategy*, to help create the Yellowknife tourism profile and prepare the SWOT assessment, and to understand Yellowknife's current tourism markets and marketing activities.

- A communications plan focused on advising tourism stakeholders about the strategy process and identifying opportunities for them to provide input to this process, was developed and implemented by the City of Yellowknife Department of Communications and Economic Development.
- A community engagement and consultation process was undertaken and involved interviews with tourism stakeholders and a community tourism engagement survey. The link to the survey was distributed via email and via the City's website and Facebook page. Additionally, the survey was promoted in a City of Yellowknife media release about the tourism strategy project. A total of 153 residents participated in the community tourism engagement survey.
- The input received through the tourism stakeholder interviews and the community surveys was compiled and is presented in Chapter 5 (summary of responses) and Appendix B (all responses).
- A tourism profile was prepared (see Chapters 2 and 3) and used to help provide both an understanding of current tourism conditions as well as a foundation for the priorities identified in this strategy.
- The tourism development and delivery models of three comparable municipalities were reviewed and used to inform this strategy (see Chapter 4).
- Tourism opportunities that emerged as priorities through the research and consultation steps were subject to an initial high level evaluation relative to consistency with Yellowknife's *Economic Development Strategy*, compatibility with the tourism strategies and initiatives of partner organizations, public investment requirements, potential for enhancing Yellowknife's tourism economy, stakeholder support, and ability to measure outcomes.
- Two Open Houses were held on April 22, 2014 at the NFVA Visitor Information Centre to inform participants of the strategic planning process and to provide them with an opportunity to view key research findings and comment on the draft list of tourism strategic priorities. Approximately 30 people attended the open houses and 13 of these attendees provided verbal and/or written feedback to the strategy information that was presented. The open house display boards and a comment form were also posted on the City of Yellowknife website so that residents who did not attend the open houses also had the opportunity to provide feedback to the information presented. At the conclusion of the one-week review period, one additional comment form had been received. The display boards used



Review background reports and data



Implement project communications plan



Public consultation

- Interviews (28)
- Community Survey (153)
- Visitor engagement



Prepare tourism profile & conduct community comparisons



Prepare SWOT review & assess tourism priorities



Host two Open Houses to seek community input on draft findings



Incorporate open house input and prepare draft strategy



Finalize strategy

at the Open Houses are provided in Appendix C while the feedback submitted by people who attended the Open Houses is presented in Appendix D.

- The feedback submitted by Open House participants was used to refine tourism priorities and guide the revision of the draft *Tourism Strategy*. A revised draft of the strategy was then submitted to the City for review. The City's input was incorporated and the final *Tourism Strategy* was prepared.

1.4 City of Yellowknife Tourism Organizational Framework and Initiatives

Currently, the City of Yellowknife undertakes a number of activities with implications for tourism such as infrastructure development, policies and bylaws, planning, and permitting and licensing. For example, the downtown enhancement work of the Department of Planning and Development adds to the tourism appeal of the City while the activities of the Department of Community Services related to festivals and events funding and maintenance of the City's parks and trails support assets that help attract and entertain visitors.

However, formal responsibility for tourism at the City of Yellowknife falls under the mandate of the Department of Communications and Economic Development (CED). As shown in Figure 1, which illustrates the tourism roles of the City of Yellowknife and its connections to tourism partners¹, the tourism activities of CED include marketing, partnerships and promotions. In terms of partnerships, CED primarily works with the Northern Frontier Visitor Association (NFVA), Northwest Territories Tourism (NWTT) and the Government of the Northwest Territories Department of Industry, Tourism and Investment (GNWT ITI) on initiatives for marketing and promoting Yellowknife.

The City's tourism-related initiatives and decisions are also influenced by the advocacy activities of tourism and business-related organizations (e.g., the Hotel Association, Chamber of Commerce, etc.) and by operators. For example, these organizations may lobby the City regarding an infrastructure, maintenance concern or a policy issue that affects visitors (e.g., park maintenance, parking issues).

In 2013, CED spent close to \$170,000 on tourism-related marketing, partnership and promotions initiatives as summarized in Table 2.

¹ For the purposes of Figure 1, 'City tourism partners' refer to organizations which receive funding from the City of Yellowknife for tourism-related purposes. There are other non-funding or non-funded organizations which work alongside the City to provide tourism services (e.g., Conseil de développement économique des Territoires du Nord-Ouest - CDÉTNO).

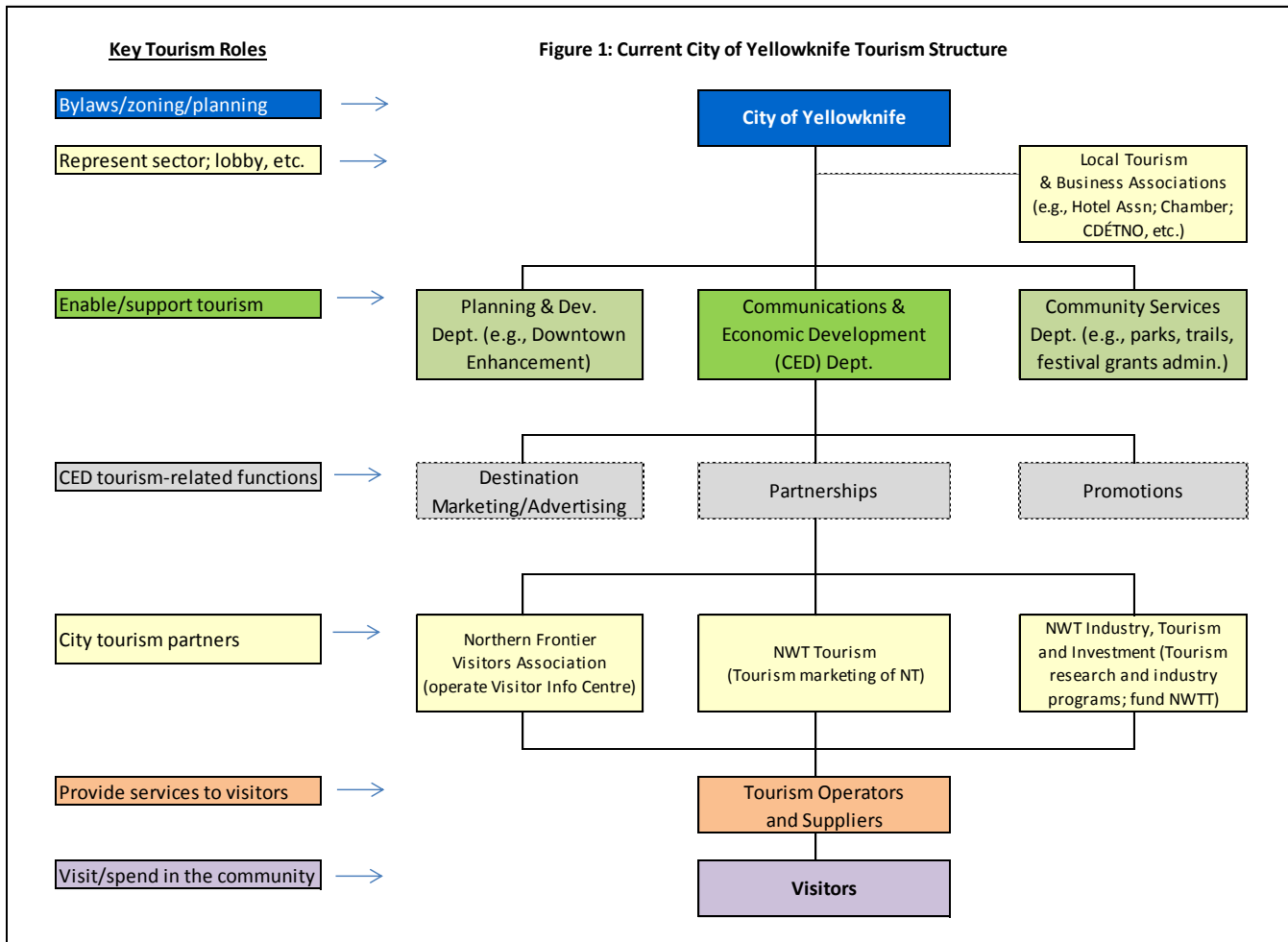


Table 2: 2013 City of Yellowknife Spending on Tourism		
Marketing	Partnership	Promotions
Visitors' Guide (<i>Discover Our Yellowknife</i>)	Sponsorship of local events	Marketing tools (e.g., promo videos)
Globe & Mail ads (twice)	Attended TTRA to promote 2014 Yellowknife conference	Photography context
Canada Place ads	Funding for NFVA (VIC operations)	Grants to 11 not-for-profits for festivals & events
Tête-à-tête trade show (conference)	Ongoing partnership activities with NWTT/NFVA	Meetings (e.g., travel bloggers)
\$36,332	\$100,620 (including \$78,864 for NFVA)	\$32,937
TOTAL \$169,889		

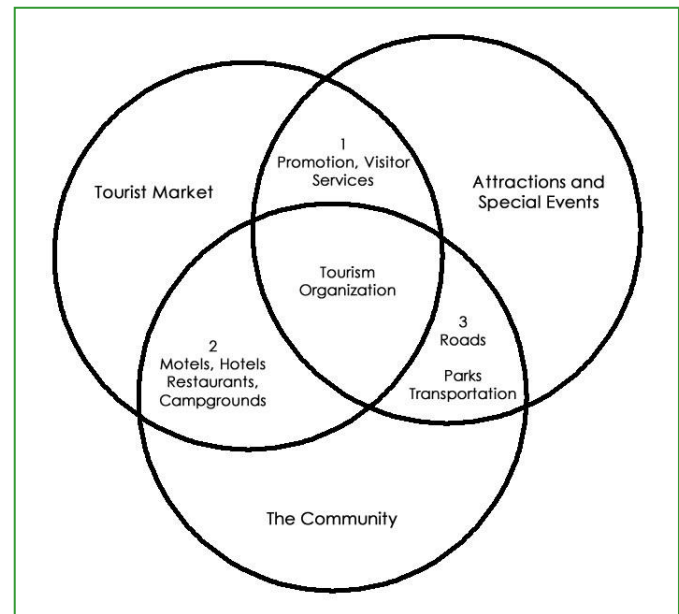
1.5 Tourism Industry Requirements & Organizational Models

In general, the tourism industry requires a range of elements to be in place in order to function effectively. These elements are summarized below and their inter-connection is illustrated in Figure 2.

Main requirements

- **Community:** The community supplies leadership for the tourism organization, labour for tourism businesses, public services (roads, parking, safety), support services (lodging, restaurants, shops), and hospitality to visitors.
- **Attractions/special events:** These are what attract visitors to a community. Visitors are informed about attractions and events by the promotion function of the tourism organization and by individual businesses. The tourism organization may help plan events and attractions which are dependent for their success on decent infrastructure.
- **Tourist market:** These are the tourists who are willing to buy what a community is selling. A community's tourism market can be defined geographically, demographically, and/or by interests and motivations.

Figure 2: Key Requirements of a Tourism Industry



Enabling requirements

- The three middle elements shown in Figure 2 are required to enable tourism (i.e., visitors need places to stay and to eat when they visit, they use public infrastructure, and they need visitor information so they can make informed decisions about their visit)

Coordination requirement

- In the middle of the main and enabling requirements of the tourism industry is the tourism organization. Because of the complex nature of tourism, coordination of related activities can be challenging. As such, a community's tourism organization should be designed to enhance cooperation between tourism stakeholders (e.g., government, tourism businesses, tourism associations, special events organizations and so forth).

There are a number of possible organizational models that can fill the 'tourism organization' coordinating role at the municipal or community level. Key models include the following:

- Stand-alone destination marketing/management organization - DMO (also known as a Convention and Visitors Bureau – CVB)
- Division of a community’s economic development organization
- Division of the Chamber of Commerce
- Division of local government

The roles filled and the services provided by community organizations filling the tourism coordination function vary by community and are somewhat dependent on community size. Typically, however, key roles include one or more of the following:

- Provision of visitor information services
- Destination marketing
- Provision of industry support programs (e.g., conference and event coordination and bid support, customer service training, industry communications [information sharing], etc.)
- Industry communication
- Conducting tourism research
- Lobbying regarding issues with implications for tourism

In Yellowknife, the provision of the above services currently looks like this:

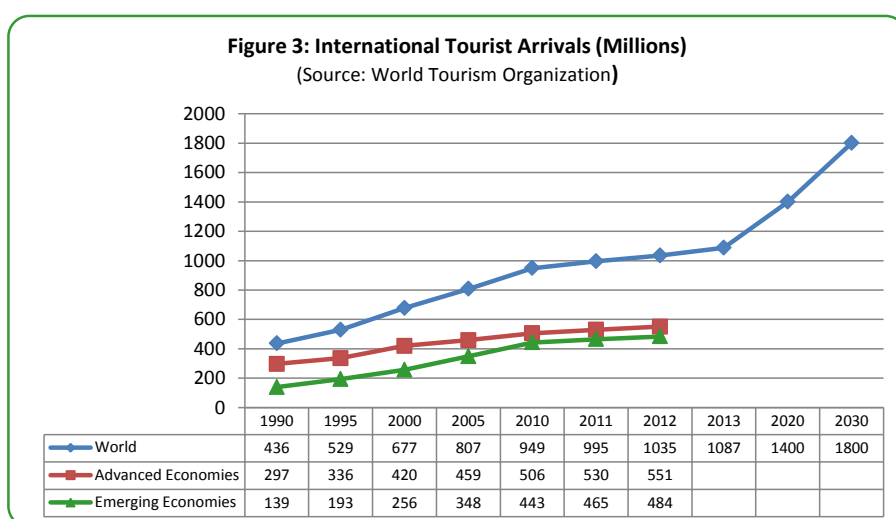
Visitor Info Services	Destination Marketing	Conference Support Services	Customer Service Training	Industry Communication	Research
<ul style="list-style-type: none"> • NFVA - VIC and website. • City (provides some visitor info via City's website). 	<ul style="list-style-type: none"> • Limited destination marketing being done for Yellowknife. • NWT ITI conducts destination marketing for NWT. 	<ul style="list-style-type: none"> • NFVA provides local tourism info to conference planners. • Coordination of conference bids not being done in Yellowknife. • NWT supports at NWT level. 	<ul style="list-style-type: none"> • Fee-based training available in Yellowknife but limited uptake. • NWT has 3 programs (fee-based). 	<ul style="list-style-type: none"> • Some role played by NFVA but generally focused on NFVA members. 	<ul style="list-style-type: none"> • NFVA tracks VIC stats. • NWT ITI tracks NWT visitor stats. • Limited Yellowknife visitor data available.

2.0 Tourism Planning Context

This section presents an overview of global, national and territorial tourism conditions and drivers and provides a big picture context for the Yellowknife Tourism Profile presented in Chapter 3.0 and the strategic tourism priorities for the City of Yellowknife presented in Chapter 6.0.

2.1 Global Tourism Context

Globally, tourism activity has been increasing for decades and is expected to continue to grow for the foreseeable future. This trend is reflected in the adjacent figure which shows that, with the exception of a dip in 2009, worldwide tourism activity has been increasing for the last 20+ years.



Between 2000 and 2013, global international tourism arrivals increased by 61% (4.7%/year on average). This compares to a 16.8% (1.3%/year on average) increase in the global population over this same period. Between 2013 and 2030, international arrivals are projected to increase by 66% (an average of 40 million+ additional international travellers each year).

As shown in Figure 3, a shift has been occurring in the origin of international arrivals as the share of global travel activity attributable to emerging economies has been increasing (rising from 32% in 1990 to 47% in 2012). Travel by residents of emerging economies tends to be of most benefit to adjacent or nearby countries (i.e., residents of Brazil traveling to Argentina). Nevertheless, should these economies continue to grow, then advanced economies such as Canada should also benefit from increased visitation by residents of emerging economies. However, 2013 numbers indicate that visitation to Canada from some emerging economies lost some momentum (e.g., -0.6% growth for India) and it is difficult to predict future trends for these economies.

Global Tourism Drivers

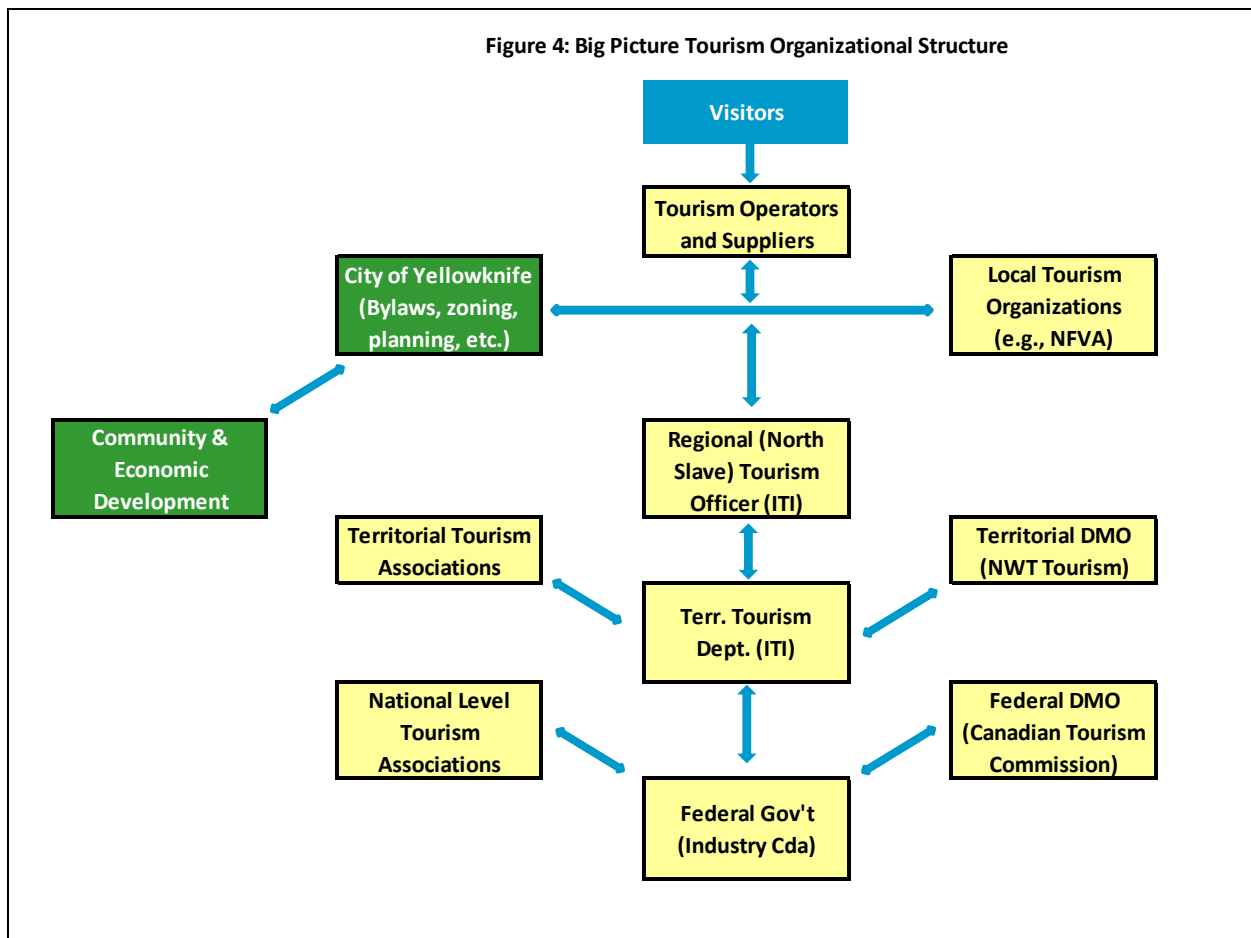
There are a range of other drivers that are currently influencing global tourism activities (see also Section 2.4 for a discussion on travel trends). Some of these global tourism drivers include:

- Continuing uncertainty as to the underlying health and stability of the global economy;
- Increasing size of the middle class with more disposable income in countries such as China, India and Brazil resulting in ongoing growth in travel demand from these markets;
- Increasing household debt could lead to reduced discretionary spending among Canadians (who are Yellowknife's primary visitor market);
- Increasing market competition from other jurisdictions and especially from emerging destinations many of which view tourism as a key source of new income and a powerful social and economic development tool (of particular relevance to Yellowknife is the growing competition for the aurora visitors market from places such as Iceland, Yukon and Fort McMurray);
- Ongoing challenges in the airline industry (financial instability, fees, market access, operating costs) and unpredictable changes to airline routes and/or capacity -- although it is anticipated that air transport will continue to grow;
- Unpredictability of oil costs (in the case of Yellowknife, rising oil/fuel costs could negatively impact operators who, for example, use bush planes for tourism purposes);
- Unpredictable events such as severe weather conditions, earthquakes, political unrest, military activity, etc.; and,
- The mainstreaming of 'sustainability' as a tourism planning consideration (e.g., minimize energy use; green economy factors; environmental risk management).

2.2 Canadian Tourism Context

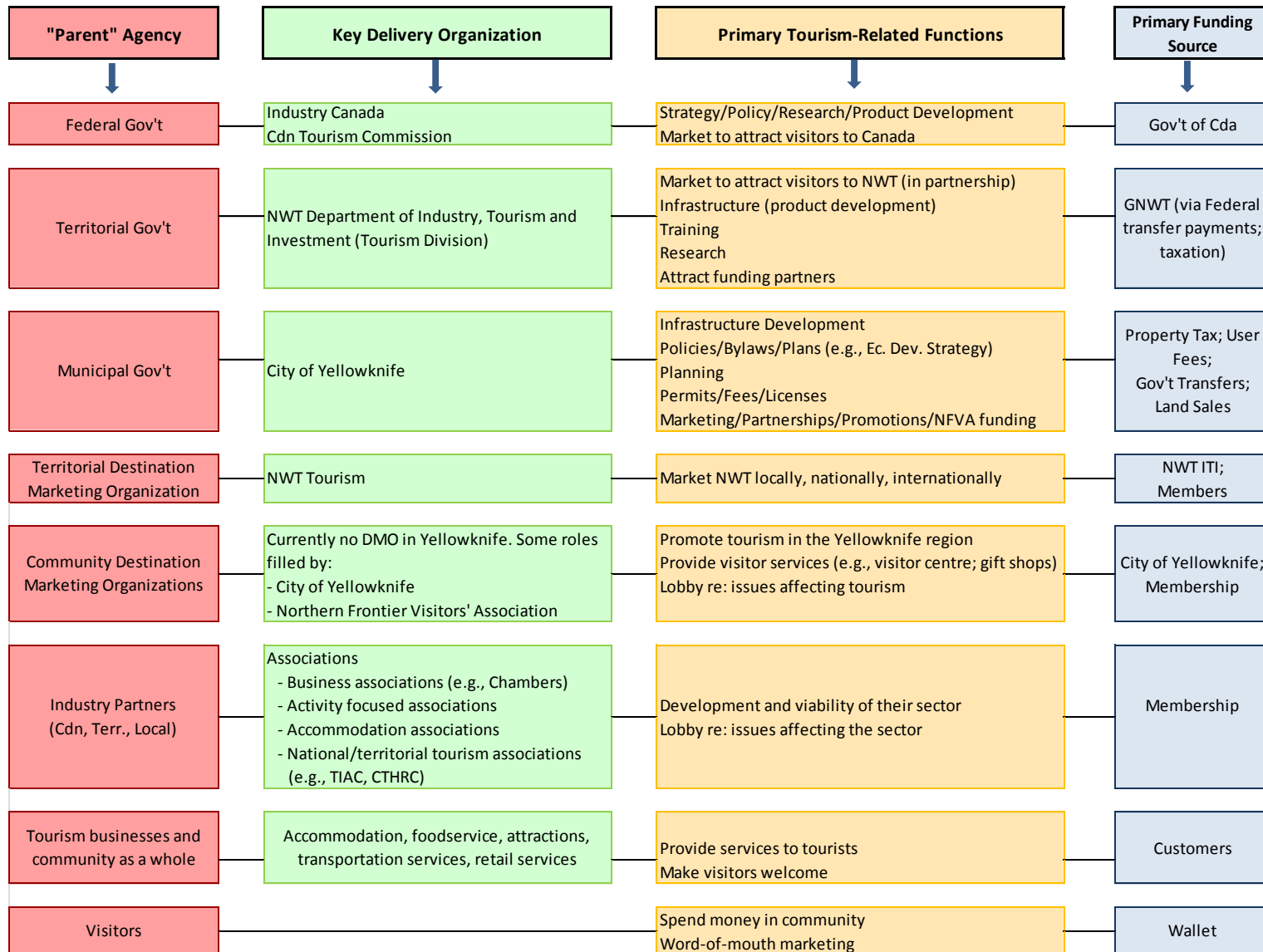
Figure 4 below illustrates the levels of organizations involved in tourism in Canada while Figure 5 on the next page identifies the key tourism roles of these organizations. These two figures provide a context for the subsequent review of Canadian, Northwest Territories and Yellowknife tourism conditions.

In general, there are organizations responsible for tourism policies and planning (government), marketing (destination management organizations - DMOs) and advocacy (associations) at the federal, territorial and local levels. As shown in earlier Figure 1 and Table 2, the City of Yellowknife currently does some tourism marketing but neither the City nor the Northern Frontier Visitors Association currently fully fulfill the roles of a destination management organization.



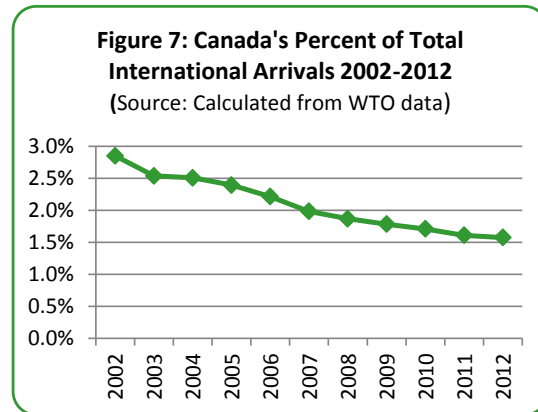
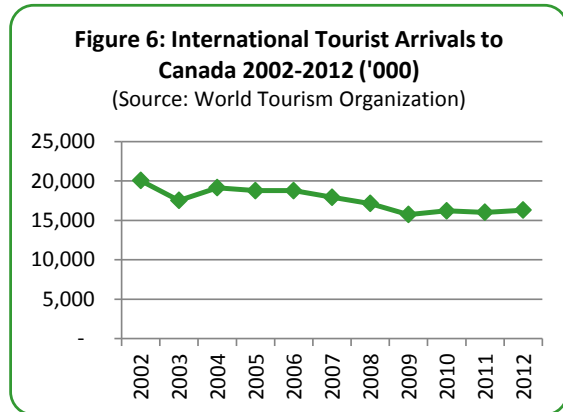
Tourism Players - Big Picture

Figure 5: Tourism Players and Primary Roles



Visitors to Canada

Contrary to global trends in international travel which, as shown in earlier Figure 3, increased by 61% between 2000 and 2013, international visitation to Canada between 2002 and 2012 (most recent WTO data available) decreased by 19% (representing a loss of four million visitors) as shown in Figure 6. As a result of this decline, it is not surprising that Canada's share of international tourist arrivals fell from 2.9% in 2002 to 1.6% in 2012 (Figure 7) and that, globally, Canada dropped from seventh to sixteenth place in terms of the number of international tourism arrivals.



The drop in international arrivals to Canada that occurred between 2002 and 2011 was largely due to a 28.5% decline in U.S. visitation as shown in Figure 8. The good news is that U.S. visitation increased in 2012 and 2013 and there is optimism that this market will continue to rebound as the U.S. economy stabilizes.

While visitors from countries other than the U.S. represent a much smaller share of total international arrivals to Canada, the number of these visitors has gradually been increasing. Between 2002 and 2013, visitation from Asia-Pacific increased by 23% (representing more than 322,000 additional visitors), while visitation from Europe (despite declines in the last couple of years) increased by 10.2% (about 205,000 additional visitors) and visitation from other countries has increased by 35% (about 165,000 additional visitors). Overall, the ratio of U.S. versus other international visitors to Canada changed from 81%/19% in 2002 to 72%/28% in 2013.

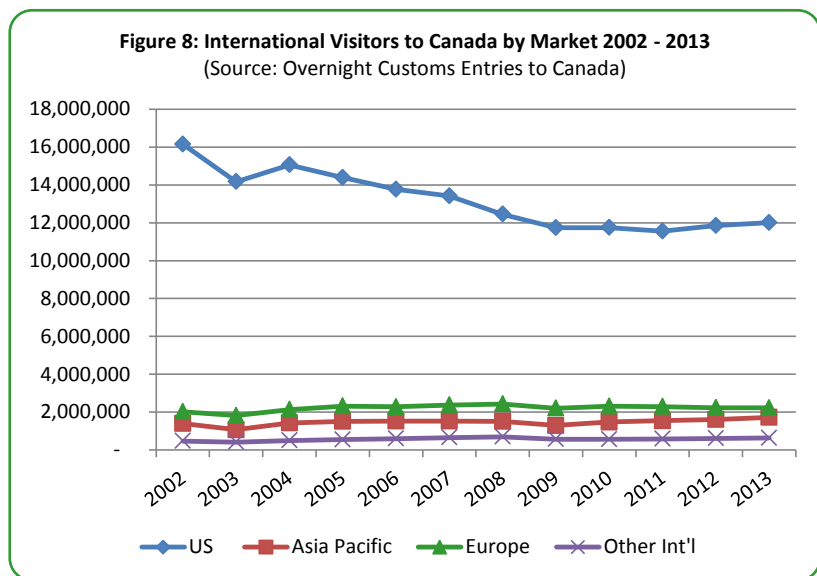
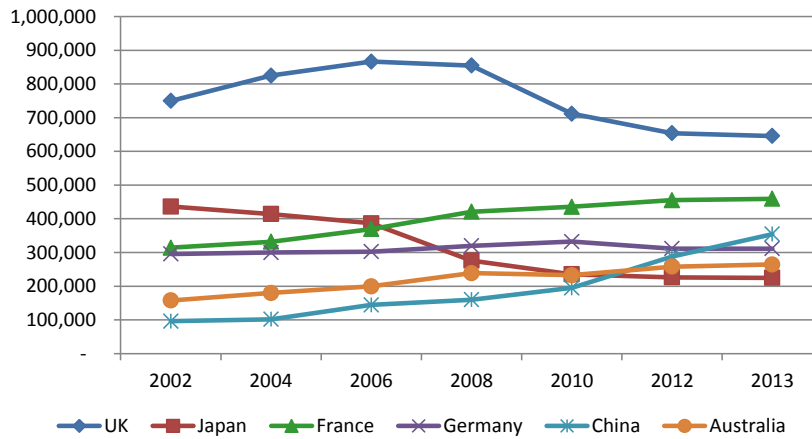


Figure 9: Trends in Non-U.S. Int'l Visitation by Selected Markets 2002-2013
(Source: Overnight Customs Entries to Canada)



A closer look at specific geographic markets reflects some interesting trends. In 2002, the top five non-U.S. visitor markets for Canada were the U.K, Japan, France, Germany and Australia (in 2002 China ranked eleventh as a source of visitors). By 2013, the top five non-U.S. markets were the U.K., France, China, Germany and Australia. Of note is that visitation from China increased by a significant 269% in a decade

(meaning there were about 258,000 more visitors from China in 2013 than there were in 2002). During this same period, visitation from Japan (-211,600 visitors) and the U.K. (-104,000 visitors) declined by 48% and 14% respectively, as reflected in Figure 9.

Canada’s Tourism Strategy and CTC Funding

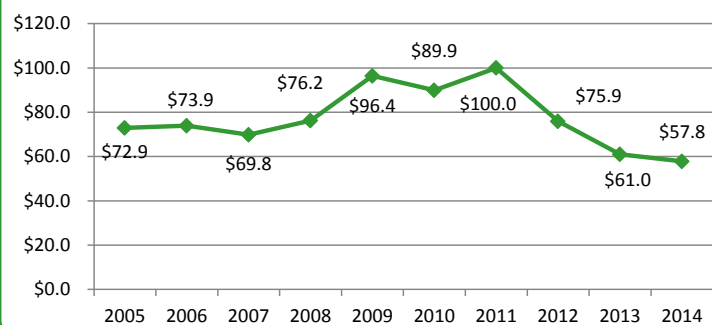
In October 2011, the Government of Canada launched a new tourism strategy called *Welcoming the World* which is focused on:

1. Increasing awareness of Canada as a premier tourist destination.
2. Facilitating ease of access and movement for travellers while ensuring the safety and integrity of Canada's borders.
3. Encouraging product development and investment in Canadian tourism assets and products.
4. Fostering an adequate supply of skills and labour to enhance visitor experiences through quality service and hospitality.

Despite the Government of Canada commitment to tourism reflected in the *Welcoming the World* strategy, the tourism industry has been expressing concern about the decline in federal funding provided to the Canadian Tourism Commission (CTC), which is the agency responsible for implementing the strategy and raising awareness of and interest in, Canada as a tourism destination.

As shown in Figure 10, CTC federal funding has dropped by \$42 million since 2011 (when it peaked at \$100) and current (2014)

Figure 10: Canadian Tourism Commission Federal Funding 2005-2014 (\$Millions)
(Source: CTC Annual Reports)

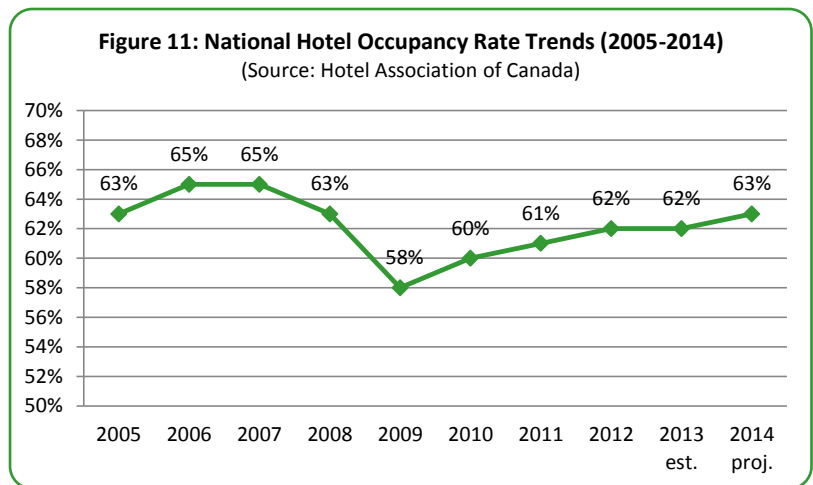


funding is well below the funding provided almost a decade ago. This decline in marketing funding, which is coinciding with a significant increase in global competition for visitors, is causing concern that Canada will lose additional international visitor market share. Currently the CTC focuses its marketing activities in the following 11 markets: Australia, Brazil, China, France, Germany, India, Japan, Mexico, South Korea, the UK and the U.S.

Travel by Canadians in Canada

Although international arrivals to Canada have been declining, travel by Canadians within Canada has been increasing. Between 2006 and 2010, the number of annual person-trips taken by Canadians within Canada increased by 10%. In 2011, Stats Canada changed how they report domestic travel so it is not possible to compare 2011 numbers (which are the most current available) with earlier numbers. However, in 2011, Stats Canada estimates that 317 million person-trips were taken within Canada. The economic decline which started in 2008, together with the introduction of the ‘staycation’ concept, helped contribute to this growth in domestic travel.

Figure 11, which presents national average annual occupancy rate trend information confirms that Canadians are making up for declines in the number of international visitors over the last few years. As shown, despite declines in international visitor arrivals, the national occupancy rate has been increasing since 2008/2009 when it dived following the global economic crisis. The Hotel Association of Canada is optimistic about 2014 and is projecting a 63% occupancy rate for the year.



2.3 Northwest Territories Tourism Context

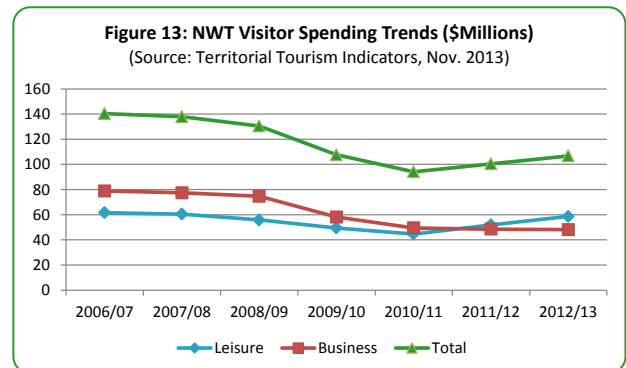
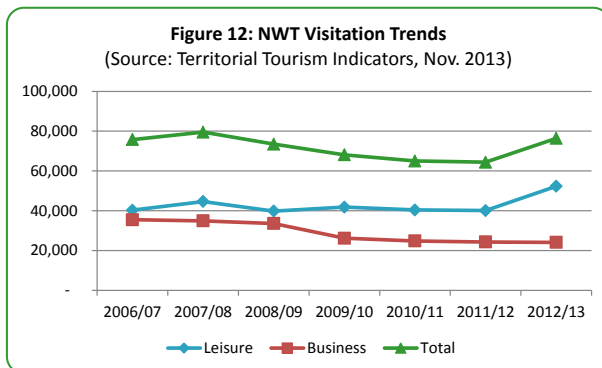
The Government of the Northwest Territories is actively involved in the development and marketing of tourism in the Territories via the Department of Industry, Tourism and Investment (ITI) and Northwest Territories Tourism (NWTT)². The GNWT has identified tourism as the NWT's largest renewable resource-based industry with significant potential to grow and is currently investing about \$1 million each year to increase the value of the industry.

As part of its tourism support role, and to assist NWTT with the development of tourism marketing plans, ITI conducts a range of ongoing tourism research aimed at understanding the nature of, and trends in, the NWT visitor market. Examples of these research initiatives include Visitor Exit Surveys (every four years), Visitor Trip Diary projects, visitor surveys (e.g., business travellers, aurora visitors, anglers), indicator tracking, and sector studies (e.g., *Aboriginal Tourism Strategic Action Plan*).

This section summarizes some of the key findings of NWT ITI's research initiatives and identifies the tourism marketing priorities of NWTT.

Visitor Numbers and Spending

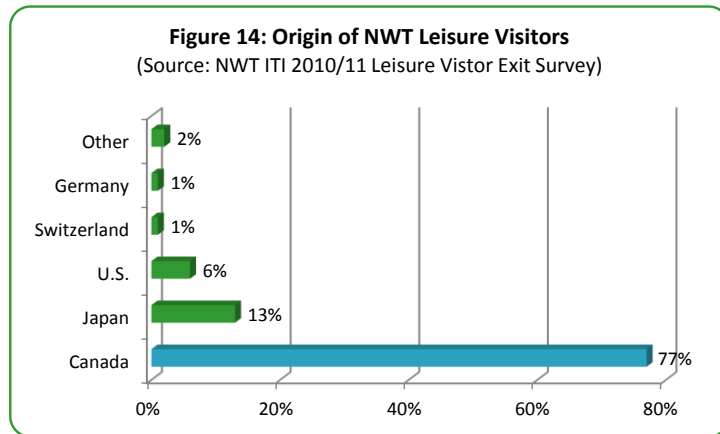
In 2012/13, approximately 76,400 leisure and business travellers visited the Northwest Territories and spent approximately \$107 million³. As shown in Figures 12 and 13, total visitation and spending to the Northwest Territories declined following the 2008 global economic crisis. This decline was largely due to a drop in the number of business visitors who went from representing 47% of total visitors in 2006/07 to 32% of total visitors in 2012/13. In comparison, leisure visitors numbers were relatively stable between 2008/09 and 2011/12 and began rising again in 2012/13.



² For example, see the ITI *2013/14 Tourism Programs and Services Catalogue* which identifies marketing and advertising opportunities with NWTT, funding assistance for product development, partnership opportunities with NWT Parks, and training opportunities.

³ ITI *Territorial Tourism Indicators*. November 2013. Page 1.

Visitor Origin

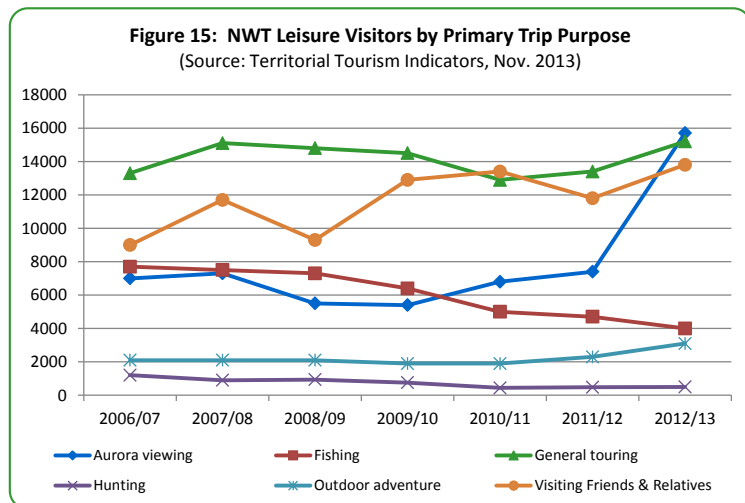


Of leisure visitors to the Northwest Territories, approximately three in four are Canadian, as shown in Figure 15⁴. Of remaining visitors, the biggest source markets are Japan and the U.S. representing about 13% and 6% of visitors respectively. These latter figures show a marked difference from 'southern' Canada (i.e., the 10 provinces) where Japanese visitors represent less than 1% of total visitors and U.S. visitors represent an estimated 20% of total visitors.

As noted earlier, Stats Canada estimates that 317 million person-trips were taken by Canadians within Canada in 2011 (most recent data available). Of these trips, an estimated 81,000 (0.026%) were to Nunavut/Northwest Territories/Yukon.⁵ These estimates show that while Canadians represent the Northwest Territories' biggest visitor market, there is significant potential to grow this market.

Visitor Activities

Figure 15 summarizes trends in the primary trip purpose of leisure visitors. As shown, the most commonly cited primary trip purpose in all but two of the years shown, is general touring, followed by visiting friends and relatives (VFR). Since 2011/12, the number of people citing aurora viewing as their primary trip purpose has increased significantly (more than doubling between 2011/12 and 2012/13) which has been attributed to the aurora max (a period of particularly high aurora activity).



Over the seven-year period shown in Figure 15, there has been a gradual decline in both fishing (-45%, representing a decline of 3,700 people) and hunting (-47%, representing a decline of 700 people) but a gradual increase in outdoor adventure (+48%, representing an increase of 1,000 people). It is possible

⁴ This estimate is based on the results of the 2010/11 Leisure Visitor Exit Survey conducted by NWT ITI. This survey is being conducted again in 2014/15 and will provide more current origin information once completed.

⁵ <http://www.statcan.gc.ca/tables-tableaux/sum-som/l01/cst01/arts26a-eng.htm>

given the trends shown, that in the near future, the number of visitors who cite outdoor adventure as their primary trip purpose will surpass the number of visitors who cite fishing.

Table 3 - Average Spending by Participants in the GWNT ITI 2012 Trip Diary Study		
Expenditure	Mean spend	
Pre-paid pkg cost	\$	260
Hotels/motels	\$	202
Apt./house rental	\$	6
B&B	\$	23
Camping	\$	116
Festivals	\$	16
Entertainment	\$	28
Arts and crafts	\$	135
Souvenirs	\$	96
Tours	\$	139
Taxis	\$	2
Groceries	\$	129
Alcohol	\$	31
Fuel	\$	347
Dining	\$	167
Vehicle/boat rental	\$	10
Airfare to NWT (omitted as not spent in NWT)		
Airfare in NWT	\$	140
Other	\$	50
TOTAL	\$	1,897
Average length of stay (days)		6.74
Average daily spending	\$	281.45

While Figure 15 illustrates trends in primary trip purpose, it is important to note that visitors to the NWT participate in a wide range of activities. The *2012 Trip Diary Study Final Report* notes that the activities most frequently participated in by visitors in 2012 included sightseeing (89%), photography (87%), wildlife viewing (77%), historic site visits (72%), buffalo viewing (69%), shopping (67%), camping (62%), museum visits (61%) and unguided walking town tours (61%).

Visitor Spending Breakdown

In terms of spending, the average spending reported by visitors who participated in the 2012 Trip Diary Study was \$1,897 per trip not including airfare to the NWT, as summarized in Table 3. Based on an average trip length of 6.74 days, this means that visitors spent an average of just over \$280 per day while traveling in the Northwest Territories.

Tourism Marketing Priorities of NWTT

The NWTT *2014/15 Tourism Marketing Plan* has been built around the NWTT goal of increasing visitor spending by 10% (or about \$10.6 million) over 2012/13. The *Marketing Plan* targets three key geographic markets including North America, German speaking countries in Europe, and Asia-Pacific (mostly Japan and China). It identifies an integrated advertising campaign that supports the sport hunting, sport fishing, Aurora, outdoor adventure, general tourism and business travel sectors. Marketing activities that target these sectors are grouped under the following icons:

Leisure Sectors	Business Sector
<ul style="list-style-type: none"> • Aurora (and winter products) • Parks and wilderness • Lakes and rivers • People and culture • Northern realities 	<ul style="list-style-type: none"> • Meeting, Convention and Incentive Travel (MCIT)

The *Marketing Plan* is being carried out based on the following approaches:

- Building on the current momentum of the *Spectacular NWT* brand;
- Employing a unified approach territorially and regionally and strengthening partnerships with stakeholders;
- Establishing an intimate and interactive dialogue with consumers; and,
- Creating a sense of urgency to travel to the NWT.

NWTT partners with a range of government and private sector agencies in order to leverage available marketing dollars.

2.4 General Trends Influencing Travel Activity

Following are some of the key trends that are influencing travel activities in North America focusing on technology, trip and traveller demographic trends.

Technology Trends

- **Technology is transforming the travel industry:** It is apparent that technology (e.g., smart phones, e-readers, tablets, apps) will continue to shape the future of tourism in a major way. Social and mobile access to travel information is growing in importance and travellers increasingly expect more online travel information and booking options to be available. Travellers are taking advantage of technology to research their travel options more thoroughly prior to purchasing. Nowadays, almost all of the major travel providers (airlines, hotels, etc.) have apps that provide information and reviews on their products and services.
- **Internet travel ‘testimonial’ sites are changing how the web is used to make travel decisions:** Linked to information technology trends, Internet travel testimonial sites (e.g., TripAdvisor) are playing a significant role in people’s travel decisions. As there is limited or no control over what is said on some of these sites, they can leave travel destinations and products open to negative reviews. However, travellers are becoming more aware that the information on some of these sites can be subject to manipulation and should be viewed with caution.

Trip Trends

- **Demand for customized/personalized travel is increasing:** There is a move away from mass tourism and a growth in demand for personalized travel experiences and itineraries which reflect the particular interests of the traveller.
- **Travellers are becoming more demanding:** Travellers, especially experienced travellers, are increasingly expecting quality service and are seeking memorable travel experiences.

- **Demand for experiential versus passive vacation activities is increasing:** Linked to the previous point, there is ongoing growth in and demand for ‘experiential’ travel experiences (i.e., experiences that connect travellers with the essence of a place and its people ... experiential travellers want to go beyond regular tourist paths and experience authentic, local, culture, connecting with people from other cultures in ways that enrich their lives and create lasting memories). Experiential travellers want an experience that they can share with their family and friends.
- **Interest in active vacations is increasing:** In response to an increase in interest in health and wellness, there is a growing demand for active vacations (e.g., vacations that provide an opportunity to walk/hike, cycle, kayak, etc.).
- **Interest in ‘value-added’ offers is growing:** While value for money has always been important to travellers, it should come as no surprise given the recent global financial situation and ongoing economic instability that the focus on value for money has been growing. ‘Price’ is a key consideration for the majority of travellers when they make a travel destination decision. In addition to using the internet to comparison shop for travel product deals, travellers are increasingly looking for value-added offers such ‘buy 3 nights of accommodation and get 1 night free’. Likewise, more operators have been using such offers to attract travellers.
- **Demand for authentic experiences in new destinations is driving travel among the wealthy:** Wealthy travelers have identified an interest in authentic experiences in new destinations as their top motivation for traveling.
- **Interest in cooking and culinary travel programs is growing:** From week-long cooking courses to wine-tasting tours, and with links to the local food movement and TV cooking programs, the culinary travel market has been experiencing strong growth.
- **The majority of trips continue to be short getaways:** This is more of a travel situation than a trend as data continues to confirm that the majority of trips are short-getaways of one to two days. This situation highlights the importance of nearby markets as key sources of visitors.

Traveller Demographic Trends

- **Women only travel:** From women-only hotel floors to women-only tours, growth in demand for and availability of women-only travel products has been increasing.
- **Multi-generational family travel is increasing:** This trend began a few years ago and involves growth in the number of travel parties comprised of multiple generations of one family who use vacations as a time to connect.
- **Travellers are aging:** Like western society generally, travellers are getting older. While families will remain an important segment of the summer rubber tire visitor market, middle-aged and older couples are gradually making up an increasing percentage of the travel market. This segment tends

to be more inclined and financially able to seek higher end, unique travel experiences, and are interested in tourism experiences that include cultural and/or edutourism (learning tourism) components. However, the expectations of this market segment regarding product and service quality can be high.

- **Travel spending by Millennials is increasing:** While travellers generally are aging, Millennials (also known as Generation Y or the children of baby boomers -- people born somewhere between 1980 and 2000) are the fastest growing segment for travel spending and, according to a study done in the U.S., have the “greatest lifetime value of any generation in the travel market”. This generation is highly connected, highly marketing savvy, and highly influenced by the opinions of their peers (including online peers) when making travel and other decisions. Millennials want to have stories to tell to impress their friends and they want to appear unique and feel special.

3.0 Yellowknife Tourism Profile

This chapter provides an overview of the current status of tourism in Yellowknife from both a supply and demand perspective. ‘Supply’ refers to available tourism products and services (e.g., number of tourism-related businesses), while ‘demand’ refers to the use of these products or services by visitors. Supply and demand information is important in helping to determine potential tourism development opportunities, priorities and challenges. Additionally, it can be used to provide a basis against which to measure the future development of the sector.

3.1 Yellowknife’s Tourism Asset Profile (Supply)

Tourism assets within the Yellowknife municipal boundary include tourist accommodation, transportation services, attractions, recreation venues, conference facilities and visitor services as summarized below. *Note that the information in this section is intended to provide an overview, and not a detailed inventory or quality assessment, of the region’s tourism assets.*

Accommodation

Tourist accommodation is a key element of the tourism sector because it is essential for hosting overnight visitors who do not have local family and friends with whom they can stay.

As summarized in Table 4, Yellowknife has a total of 43 tourist accommodation properties. These properties are comprised of an estimated 1,074 units including approximately 69 Bed & Breakfast units, 104 campsites, 1 self-catering suite, approximately 842 hotel rooms, and 63 motel/inn rooms. In addition to the campground in Fred Henne Territorial Park, there are two other campgrounds that are within

Table 4: Tourism Accommodation Properties & Units in Yellowknife		
Accommodation Type	Total Properties	Total Units
Bed and Breakfast (1)	27	69
Cabins	0	0
Campground	1	104
Condo/Suites	1	1
Hostel	0	0
Hotel (2)	12	837
Motel/Inn	2	63
TOTAL	43	1074
TOTAL (w/o campground)	42	970
1. Total units are estimated as the number of units for 7 properties is unknown. 2. Total units are estimated as the number of units for 2 properties is unknown.		

easy driving distance of Yellowknife (but which are outside the Yellowknife City boundaries). These campgrounds include Prelude Lake Territorial Park (64 campsites) which is about 28 kms out of town

along the Ingraham Trail, and Reid Lake Territorial Park (76 campsites) which is about 61 kms out of town, also along the Ingraham Trail.

Transportation

Visitors arrive in Yellowknife via air and road. The region’s key transportation assets are summarized in the following table.

Table 5: Key Transportation Assets in Yellowknife		
Transportation Mode	Key Infrastructure	Routing
Highways	Highway 3 (Yellowknife Highway)	<p>Highway 3 is a paved, all-weather road that:</p> <ul style="list-style-type: none"> • Links Yellowknife with Hwy. 1 (Mackenzie Highway) to Alberta (Hwy. 35). • Links (via Hwy. 1) Yellowknife with Hwy. 7 (Liard Highway) to B.C. (Hwy. 77)
Air	Yellowknife Airport	<ul style="list-style-type: none"> • Total of 14 (soon to be 15) airline (including helicopter) companies • Nine airline companies provide direct scheduled services between Yellowknife and <ul style="list-style-type: none"> ○ Various NWT communities (6 companies) ○ Calgary (2 companies) ○ Edmonton (4 companies) ○ Ottawa (1 company) (this service was started in early 2014 but, at the time of writing, the operator was indicating that the route would be reviewed later in the year given limited initial demand). ○ Whitehorse (1 company) • Eleven airline companies (including helicopter companies) provide charter services
Vehicles	Taxis, Rental Cars, Shuttle	<ul style="list-style-type: none"> • Three taxi companies • Five rental car companies • One hotel shuttle bus service (free)

Built, Tour and Event Attractions

Leisure visitors come to Yellowknife to participate in a range of activities that include, for example, aurora viewing, boating and canoeing, camping, dog sledding, fishing, heritage and culture, hiking and wildlife viewing. In support of these activities, Yellowknife offers a range of built, tour and event

attractions as summarized in Table 6 (this table does not include parks and recreation venues which are listed in the Table 7).

Table 6: Key Built, Tour and Event Attractions in Yellowknife		
Category	Name	Primary Target Market
Museums/Displays/ Galleries	Prince of Wales Northern Heritage Centre	Adults
	Outdoor Mining Heritage Museum – Outdoor Exhibits	Adults
	Rio Tinto/Diavik Diamond Display	Adults
	NWT Legislative Assembly Building	Adults
	Northern Frontier Visitors Centre Displays	Adults/Family
	5 community displays/murals <ul style="list-style-type: none"> • Cultural Crossroads Exhibit • Miner’s Memorial • City Hall Mining Display • Airport Mining Displays • Giant Mine Boat Launch Display 	Adults
	18 private artisan galleries/studios	Adults
Heritage	Old Town (including houseboats)	Adults/Family
	Nine City of Yellowknife designated heritage buildings: <ul style="list-style-type: none"> • Wildcat Café • Weaver and Devore • H.B.C. Warehouse • Old C.P.A. Office • Bank of Toronto • Back Bay Cemetery • Fireweed Studio • Mildred Hall Schoolhouse • Post Office 	Adults
	Bristol Freighter Monument	Adults/Family
Community Infrastructure	Bush Pilot’s Monument	Adults/Family
	Ice Roads (winter)	Adults/Family
Performing Arts	Northern Arts and Cultural Centre	Varies – largely adults
Tour Companies	15 private companies located in Yellowknife operate tours focused in/near Yellowknife that include: <ul style="list-style-type: none"> • Aurora viewing • Various winter activities (dog sledding, 	Largely adults

Table 6: Key Built, Tour and Event Attractions in Yellowknife

Category	Name	Primary Target Market
	snowmobiling, snow kite lessons, etc.) <ul style="list-style-type: none"> • Various water (summer) activities (fishing, canoe/kayak, etc.) • Cultural activities (cultural camps and tours, craft lessons, etc.) • Wildlife/naturalist (forest walks, buffalo viewing, local ecosystems/geology, bird-watching) • Adventure training and educational • City and heritage • Photo • Ice road 	
Key Annual Events	Canadian North Midnight Golf Classic (June 21-22)	Adults
	Folk on the Rocks (4 days in mid-July)	Adults/family
	Long John Jamboree (3 days at the end of March)	Adults/family
	National Aboriginal Day (June 21)	Adults/family
	Old Town Ramble and Ride (August)	Adults/family
	Snowking Winter Festival (March)	Adults/family
	Yellowknife Summer Solstice Festival (June 21)	Adults

Recreation Venues

Yellowknife has a range of natural and built recreation venues which support a variety of outdoor recreation and sporting activities as summarized in Table 7. From a general tourism perspective, the territorial park, Great Slave Lake, and the various trails have the most visitor appeal. Great Slave Lake has more tourism potential than is currently being realized due to the lack of decent facilities to provide access to and support for lake-based activities.

Table 7: Key Natural and Built Recreation Venues in Yellowknife

Category	Name	Primary Activities
City Parks	12 city park/spaces: <ul style="list-style-type: none"> • Folk on the Rocks site • Fritz Theil • Lathan Island (4 parks) • Olexin • Parker 	Varies by park: Picnicking, walking, small boat launching, various sports, playground activities.

Table 7: Key Natural and Built Recreation Venues in Yellowknife

Category	Name	Primary Activities
	<ul style="list-style-type: none"> • Rotary • School Draw • Somba K’e Civic Plaza • Somba K’e Park 	
Territorial Park	Fred Henne Territorial Park	Camping, swimming, water activities, hiking
Trails	<p>6 trails (3 City trails and 3 other trails) totalling 32.6 km:</p> <ul style="list-style-type: none"> • Flame Lake (McMahon Frame) (9.1 km) • Niven Lake (2 km) • Prospectors (4 km) (Fred Henne Park) • Range Lake (1 km) • Ranney Hill (2.5) • Yellowknife Ski Club (x-country) (14 km) 	Walking, hiking, cycling
Key Sports venues	Curling Club	Curling
	Fieldhouse (indoor multi-sports fields; walking/running track)	Field sports; walking/running
	Ruth Inch Memorial Pool – 25 m.	Swimming
	The Multiplex (two arenas; gymnastics facility)	Ice activities/gymnastics
	Somba K’e Park and McNiven Beach tennis courts	Tennis
	Six outdoor skating rinks (Jeske Crescent, Tommy Forrest Ball Park, Olexin Park, Frame Lake Rink and Oval, Forrest Drive Park and School Draw Park)	Skating
Golf courses	Yellowknife Golf Club (18 hole, par 72)	Golf
Marine	<ul style="list-style-type: none"> • Great Slave Lake, Frame Lake, Niven Lake. • 2 boat launches (one in Old Town provides access to Great Slave Lake and one in Fred Henne Territorial Park provide access to the lake in this park). • Government dock (redevelopment in progress): Will increase storage and launching areas for canoes/kayaks. 	Boating (power, kayak, canoe), Fishing, Kite Skiing, etc.

Conference Facilities

There are 10 main facilities in Yellowknife that can accommodate conferences up to a maximum of 350 delegates, as summarized in Table 8. Additionally, meetings can be held in locations such as the public library.

Table 8: Conference Facilities in Yellowknife		
Name	Max. # of People	Type of Rooms
Aurora Conference Centre	60	Meeting room
Aurora Village	100	100 people in meeting space; smaller groups in teepees. This facility is outside of Yellowknife but accessible by vehicle
Capital Theatre Conference Centre	122, 160 and 237	3 theatres
Coast Fraser Hotel	20	Meeting room
Days Inn and Suites Hotel		Conference and meeting rooms Banquet facility
Explorer Hotel	2 to 350	3 (ballroom and 2 meeting rooms). Ballroom can be divided into 3 rooms for 5 total. Total of 5,300 sq. feet.
Northern Arts and Cultural Centre	313	Theatre
The Multiplex	30 - hundreds	Large lobby and two arenas for trade shows; meeting room for 30 people
Tree of Peace Friendship Centre	20, 100 and 250	20 in boardroom; 100 in large boardroom; 250 in multipurpose hall.
Yellowknife Inn	12-122	6 rooms (336 to 1728 square feet in size). Total size is 5300 square feet.

Visitor Services

In terms of visitor services, the Northern Frontier Visitor Information Centre is the primary provider of information to visitors. Additionally, there are a few companies that provide recreation equipment rental services as summarized in Table 9.

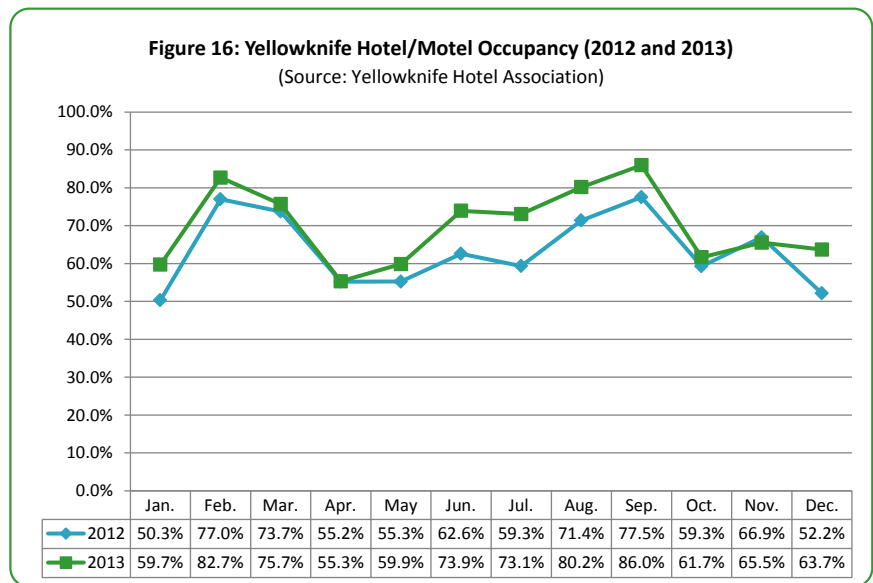
Table 9: Key Visitor Services in Yellowknife	
Type of Service	Name or Description
Tourism Information	Northern Frontier Visitors Information Centre CDÉNTO – Provides visitor information in French
Bike Rentals	1 company provides bike rentals The Northern Frontier VIC provide free bike rentals
Boat Rentals	1 company provides boat rentals 2 companies provide canoe/kayak rentals
Paddleboard Rentals	1 company provides paddleboard rentals
Snowmobile Rentals	1 company provides snowmobile rentals

3.2 Yellowknife's Tourism Market Profile (Demand)

Building on the information in Section 3.1 which outlines tourism 'supply' information for Yellowknife, this section presents a range of tourism 'demand' information using data available from a range of secondary sources (i.e., no primary research was conducted). This information provides a sense of tourism volumes, seasonal trends, and visitor origin and interests. However, it does not provide information on visitor demographics or motivations. Early in the strategy development process, the City of Yellowknife requested that GNWT ITI extract data related specifically to visitors to Yellowknife from their broader NWT visitor survey work. While ITI indicated that they are able to extract this data, it did not become available during the timeframe of this study so it is not known to what extent it will provide a more rounded profile of visitors to Yellowknife. As such, the lack of profile information for visitors to Yellowknife represents a data gap.

Accommodation Demand

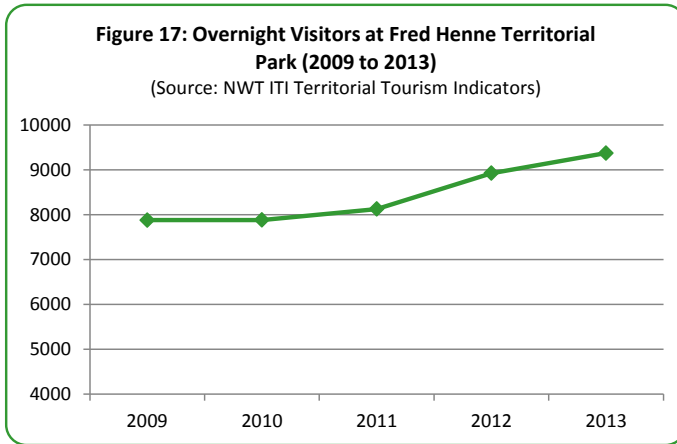
Hotel occupancy is a key indicator of tourism performance. Figure 16 documents Yellowknife's monthly occupancy for 2012 and 2013⁶. As shown, occupancy peaks in February and March and then June through September. In 2013, overall annual occupancy was almost 70% which was up significantly from 2012 (63.2%) and was much higher than the 2013 national average of 62% (see earlier Figure 11).



According to the Yellowknife Hotel Association, the average room rate (ARR) charged by Yellowknife hotels in 2013 was just over \$154 while the average revenue per available room (RevPAR – a key indicator for the hotel sector) was \$107.38. By way of comparison, the national ARR for 2013 is forecast to be \$132 while the national RevPAR is forecast to be \$82.

In addition to data for 2012 and 2013, the Yellowknife Hotel Association was asked if they could provide annual occupancy data for the period 2007 to 2011 as this would provide insight into longer term occupancy trends. However, this data was not provided by the Hotel Association during the timeframe of the project.

⁶ This data is the average of seven hotel properties representing 66% of total fixed roof tourism accommodation rooms (i.e., in total, there are an estimated 970 tourist accommodation units in Yellowknife, including B&B units).



There is only one campground located within Yellowknife’s municipal boundary (Fred Henne Territorial Park) which has 104 campsites and operates from May 15th to September 15th. Over the period 2009 to 2013, the number of overnight visitors staying at the campground increased by 19% rising from 7,879 to 9,373, as illustrated in Figure 17. As noted in earlier Section 3.1 (Accommodation), there are two other campgrounds located along the Ingraham Trail outside of Yellowknife (Prelude Lake

Territorial Park and Reid Lake Territorial Park) and users of these campgrounds likely also use Yellowknife to source provisions and services.

In terms of monthly occupancy rates, Table 10 shows that campground use has generally been increasing each month and each summer over the past five years and, not surprisingly, occupancy rates are highest during July and June. Although the campground may be full during summer weekends, overall the campground has a fair amount of excess capacity. According to anecdotal input, Fred Henne campground is popular with Yellowknife residents, some of whom use the campground extensively over the summer (which reduces the number of sites available for use by tourists).

Table 10: Monthly Occupancy at Fred Henne Territorial Park (2009 - 2013)
(Source: NWT ITI - Parks)

Year	May	Jun.	Jul.	Aug.	Sep.	Summer Average
2009	30%	52%	68%	45%	25%	46%
2010	33%	53%	69%	50%	29%	49%
2011	32%	53%	76%	48%	30%	50%
2012	38%	59%	71%	62%	31%	54%
2013	44%	62%	74%	61%	30%	56%

Transportation Data

As noted earlier, visitors arrive in Yellowknife via air or road. Transportation-related data help to provide an understanding of seasonal and longer term travel patterns. However, these data reveal little about the profile of travellers.

Airport

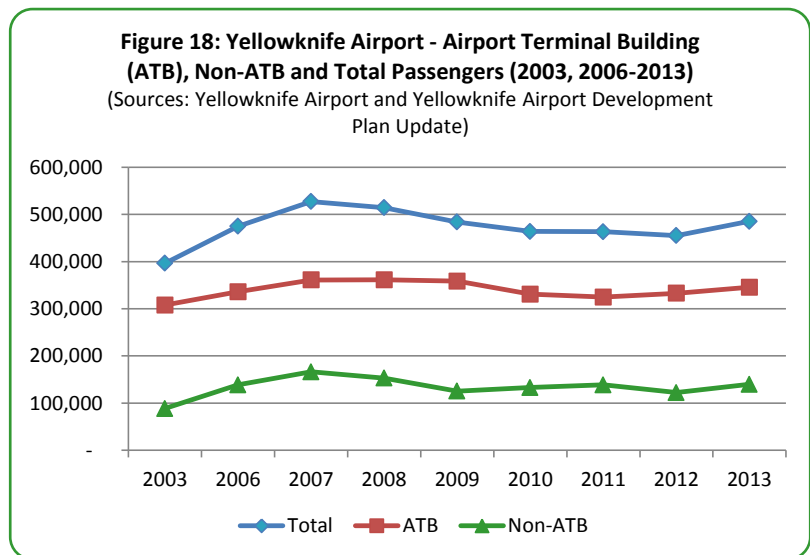
The majority of visitors to Yellowknife arrive by air and a high percentage of passengers coming through the Yellowknife Airport are in the NWT on business⁷. Over the ten-year period shown in the following figure⁸, total airport passenger traffic peaked in 2007, declined following the 2008 global economic

⁷ According to the *Territorial Tourism Indicators* (Nov. 2013, page 4), approximately 45% of Yellowknife Airport passengers are on business.

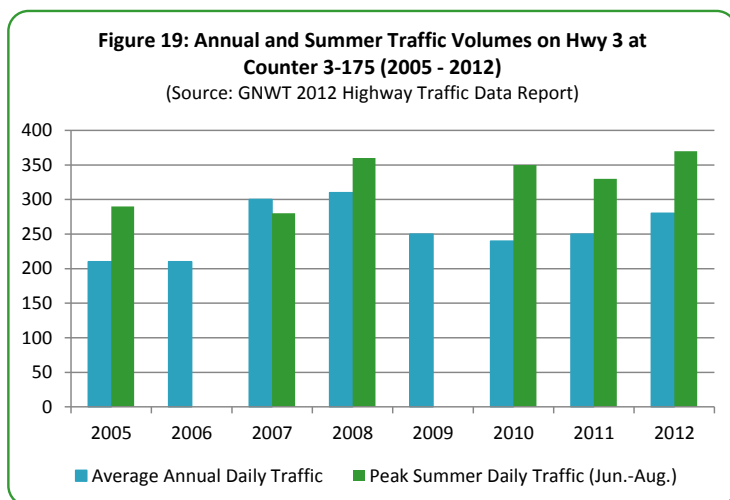
⁸ Note that 2004 and 2005 airport data are not available.

crisis, was generally stable between 2010 and 2012, and then increased in 2013. From a longer term perspective, the figure also shows that between 2003 and 2013 passenger traffic increased by 22% (2.2% per year on average). However, between 2012 and 2013 total traffic increased by 7% (30,000+ more passengers).

Figure 18 also shows trends in the number of air passengers who arrive via carriers that use the airport terminal building (e.g., scheduled flight services) versus passengers who arrive via carriers that do not use the airport terminal building (e.g., charters, work crews, etc.). While there are more ATB than non-ATB passengers, the growth rate of non-ATB passengers is higher (i.e., 58% growth for non-ATB versus 12% growth for ATB passengers between 2003 and 2013; 14% growth for non-ATB versus 4% growth for ATB passengers between 2012 and 2013).



As noted in Section 3.1, two new direct air services (Ottawa and Whitehorse) started in early 2014 and these services can be expected to have a positive impact on air passenger numbers moving forward.



Highway Data

The GNWT Department of Transportation maintains a number of traffic counter sites along the NWT highway system including one on the Yellowknife Highway (Hwy. 3) between Fort Providence and Rae-Edzo.

As shown in Figure 19, both annual and summer traffic volumes varied up and down over the 2005 to 2012 period (note that 2013 data has not yet been released, and 2006 and 2009 summer data is not available). During the eight years shown on the graph, the highest summer traffic volume occurred in 2012 and the highest annual traffic volume occurred in 2008.

Although summer traffic data is unavailable for 2006 and 2009, the data for the remaining years indicate that daily traffic volumes are higher during the summer season (with the exception of 2007). It is not unrealistic to suggest that a good portion of this increased traffic is due to summer tourism activity. In

December of 2012, the Department of Transportation replaced the Dory Point Ferry (near the junction of Hwys. 1 and 3) with the Deh Cho Bridge which may contribute to increased traffic moving forward.

Of relevance from a tourism perspective, is that the Department of Transportation collected data on the type vehicle being driven by Dory Point Ferry users. Seven vehicle types were used to count vehicles including a category called 'trailers towed' which covers campers. As shown in Table 11, almost 5,000 campers used the ferry for each of the years shown (the 2012 data is based on a shorter time period due to the opening of the Deh Cho bridge in December). However, it is not known how many of these campers were driven by residents of Yellowknife versus visitors to Yellowknife.

Table 11: Number of Campers (Trailers Towed) Using Dory Point Ferry (2009/10 to 2012)

(Source: GNWT 2011 and 2012 Highway Traffic Data Reports)

Time Period	Total Veh.	% Campers	# Campers
May 2009 - January 2010	67,238	7.4%	4,976
May 2010 - January 2011	73,110	6.7%	4,884
May 2011 - February 2012	75,485	6.5%	4,907
2012 (May to November)	68,096	7.0%	4,794

Visitor Information Centre Data

NFVA Visitor Information Centre (VIC) staff members collect data on the number of visitors who use the downtown and airport VICs.

Over the last several years the number of VIC users has gradually been increasing, as shown in Figure 20, and in 2013 the downtown VIC served 81% more people than it did in 2006.

Figure 20: Walk-in Visitors - Downtown & Airport VICs (2006-2013)

(Source: NFVA Visitor Information Centre)

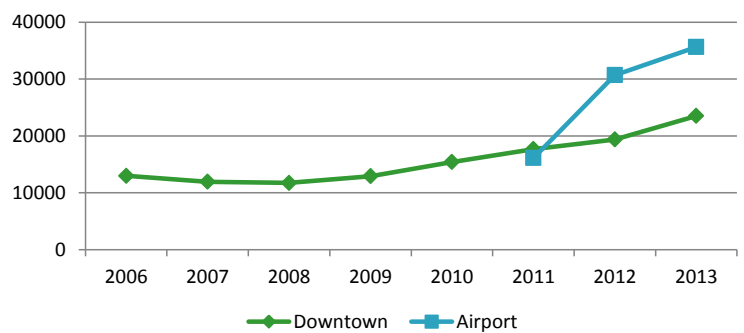
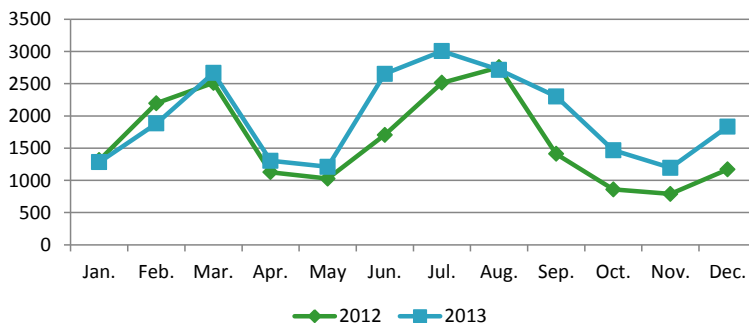


Figure 21: Walk-in Visitors by Month - Downtown Visitor Info Centre (2012 and 2013)

(Source: NFVA Visitor Information Centre)



The busiest months for the VIC are March, July and August (and, in 2013, June), while the quietest months are April, May, October and November (break-up and freeze over periods) as shown in Figure 21. Not surprisingly, there is a correlation between the monthly flow of VIC users shown in this figure, and the monthly hotel occupancy rates shown in earlier Figure 16.

In terms of the origin of visitors who use the VIC, Figure 22 shows a correlation with earlier Figure 14 and confirms that the top two geographic markets for Yellowknife are Canada and Asia (largely Japan). The number of Asian visitors recorded at the VIC grew by 222% between 2008 and 2013 (which means almost 4,900 more Asian visitors came into the VIC in 2013 compared to 2008).

Figure 22: Origin of Visitor Information Centre Visitors (2008-2013)
(Source: NFVA Visitor Information Centre)

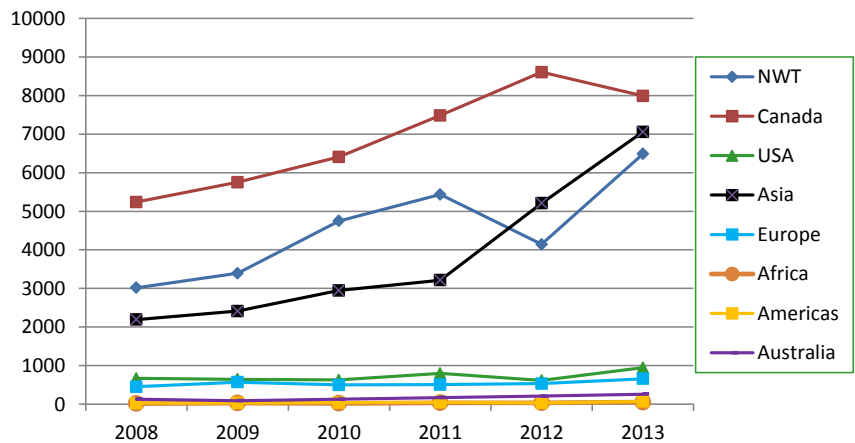
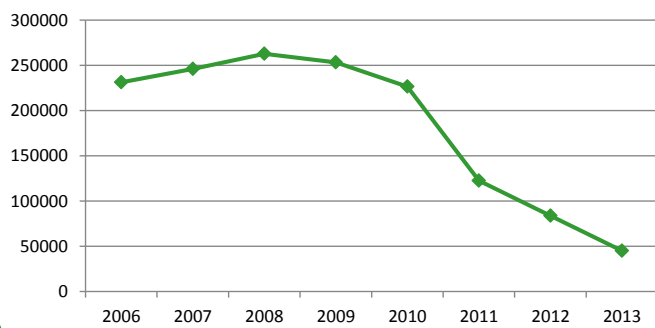


Figure 23: Visits to Visit Yellowknife Website (2006-2013)
(Source: NFVA Visitor Information Centre)



While overall visitation to the VIC increased by 100% between 2006 and 2013 (rising from 11,735 to 23,517), it is interesting to note that use of the *VisitYellowknife.com* website decreased by 80% over this same period dropping from 231,391 to 45,157 (see Figure 23). Given the overall growth of the Internet as a primary source of information for travellers, this decline in use is puzzling. One possibility is that because the City of Yellowknife’s visitor webpage is the first site to appear when “Yellowknife tourism” is Googled, more web users

may be finding their way to the City’s visitor’s website than to the NFVA *VisitYellowknife.com* website.

Table 12 presents a summary of the type of information packages requested by VIC users in 2013. As shown, two-thirds of the requests were for general tourism information while most of the remaining requests (31%) were for conference-related information (i.e., bulk information packages for conference and meeting participants). While these data are not entirely indicative of visitor interests (e.g., many of the people coming to view the aurora would have obtained information from aurora tour providers), they are informative. Basically, most visitors are looking for a range of information rather than activity-specific information.

Table 12: Visitor Information Centre Requests by Type of Information (2013)		
Type of Request	#	%
Aurora	19	0.4%
Conference	1481	31.2%
Explorer's Guide	5	0.1%
Fishing	11	0.2%
General	3122	65.8%
Purchase	17	0.4%
Relocation	2	0.0%
Road/Campground	24	0.5%
Student	35	0.7%
Summer	8	0.2%
Winter	19	0.4%
Out of Town	3	0.1%
TOTAL	4,746	100.0%

Figure 24: Origin of Visitors Requesting Info from the Visitor Information Centre (2013)

(Source: Northern Frontier Visitors Association)

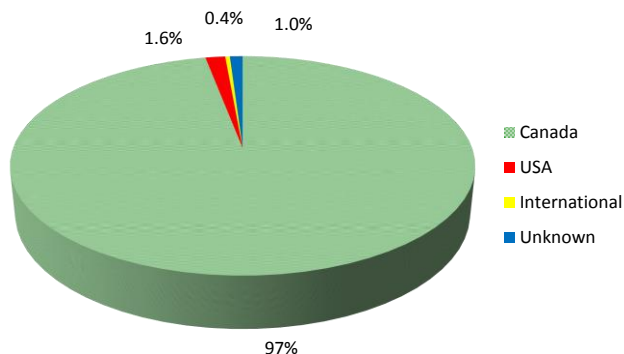


Figure 24 is also informative as it shows that the great majority of the people asking the VIC for information were from Canada. Again, while these data are not indicative of the actual proportions of visitors by origin, they do highlight the importance of Canadians as the key geographic visitor market for Yellowknife.

Economic Impact of Tourism in Yellowknife

While the terms of reference for this project did not include conducting an assessment of the economic impact of tourism in Yellowknife, it is important to recognize that tourism generates a range of economic impacts in the community including, for example:

- Property tax revenue from tourism-related businesses
- Business license revenue from tourism-related businesses
- Direct, indirect and induced impacts of visitor spending
- Tourism employment

While the exact amount of direct visitor spending is not known, it is estimated at more than \$75 million based on the following considerations:

- 970 tourist accommodation rooms (from Table 4)
- 70% annual occupancy in 2013 (see page 30)
- \$154 average room rate in 2013 (see page 30)

Based on the above considerations, and as shown in the table below, total 2013 visitor spending on accommodation (not including spending on campgrounds) is estimated at \$38 million. If it is assumed that visitor spending on accommodation represents even half of total visitor spending, then total direct visitor spending would be at least \$75 million. Given the visitor spending breakdown presented in earlier Table 3, total direct spending is likely higher than \$75 million.

**Table 13: Estimated Direct Economic Impact of Visitor Spending on Accommodation (2013)
(not including camping)**

Total Rooms available (w. B&Bs)	970	est.
Total room nights available	354,050	(365 days x 970 rooms)
2013 occupancy	69.7%	
Room nights sold	246,631	(354,050 x 69.66%)
Average room rate	\$154.15	
Total visitor spending on rooms	\$38 million	(246,631 x \$154.15)

4.0 Community Comparisons

In order to learn from the experience of other jurisdictions, the municipal tourism development and delivery models that are in place in Fairbanks, Alaska; Whitehorse, Yukon and Drumheller, Alberta were reviewed. Fairbanks and Whitehorse were selected for comparison because they share a similar geography (relatively remote, northern), product (e.g., nature-based products such as the northern lights and winter activities) and population (about 28,000 for Whitehorse and 32,300 for Fairbanks). Drumheller was selected because, like Yellowknife, its closest key markets are Edmonton and Calgary, its economy is very dependent on natural resource extraction, and it has just gone through a tourism strategic planning process.

A representative of each of the three comparative communities was contacted and asked to provide input to the following questions which are largely focused on the nature, strengths and weaknesses of their community's tourism model.

1. What is the model for tourism management in the City (e.g., does it have its own department, is it shared with economic development, etc.?)
2. Who/which organization plays the leadership role for the tourism industry?
3. What role does the municipal government play in supporting the tourism industry?
4. Has this role changed in the last few years?
5. Would you mind sharing the municipality's tourism budget and explaining how funds are allocated?
6. What is working well for your community's tourism management model?
7. What is not working well for your community's tourism management model? Where is more support/attention needed?
8. Do you conduct research to measure the City's performance in tourism? If yes, what indicators do you use?
9. Do you have any recommendations for a City that is just embarking on its tourism strategy?

Table 14 summarizes the municipal tourism model in each comparative community. Following the table are summaries of the feedback provided by each community representative, along with a list of key lessons for Yellowknife.

Table 14: Tourism Models and Municipal Roles in Comparative Communities

City/Town	Tourism Management Model	Tourism Organization Name	Municipal Government Role
Fairbanks, AK	Stand-alone, not-for-profit Convention & Visitors’ Bureau (CVB)	Explore Fairbanks	Provides Explore Fairbanks with a mandated share of the bed tax collected by the City.
Whitehorse, YK	Tourism responsibilities are shared between the City of Whitehorse and the Yukon (Territorial) Department of Tourism & Culture	Tourism Whitehorse – Travel Yukon	Collaborates with the Yukon Gov’t on familiarization tours, tourism-related inquiries, management of parking passes, and leveraging opportunities such as seasonal air service. Promotes activities and events to visitors once in Whitehorse and provides \$200,000 in in-kind support to community events.
Drumheller, AB	Newly formed Destination Management Organization (DMO). The tourism function was recently transitioned out of City’s economic development department.	Travel Drumheller	Provides \$40,000 funding for the DMO and participates on its board.

4.1 Fairbanks, Alaska

Interview Contacts: Deb Hickok, President & CEO, Explore Fairbanks

Fairbanks, with a population of just over 32,000, is the second largest city in the State of Alaska. It is the major transportation hub for the interior of the state as it serves as the northern terminus of the Alaska Railroad, plus three of the state’s four major highways pass through the city providing key connections to the rest of the state. The city is home to Fort Wainwright, a US Army base, as well as Eielson Air Force base. Approximately one-third of the labour force is employed in government services although the city also has significant petroleum industry activity. Additionally, one of the world’s largest open-pit gold mines, Fort Knox Gold Mine, is located about 20 miles outside of Fairbanks and plays a key role in the local economy.

Tourism activities in Fairbanks are led by *Explore Fairbanks* which was founded in 1977 as an independent, not-for-profit Convention and Visitors Bureau. Previously, tourism had been managed as part of the local Chamber of Commerce. *Explore Fairbanks* is governed by a board of directors representative of all tourism industry sectors, and its’ management is kept apolitical based on the belief that politics and marketing do not mix.

Explore Fairbanks is funded by a share of an 8% bed tax collected by the City of Fairbanks, the Fairbanks North Star Borough, and the City of North Pole. In the City of Fairbanks the bed tax is collected and distributed as follows:

- 22.5% to the City General Fund
- \$100,000 to the City's Economic Development Corporation
- \$270,000 to the City's Granting Program
- \$20,000 towards the upkeep of a few City-owned public spaces
- Remainder to *Explore Fairbanks* (typically about 60% of total bed tax revenue).

The North Star Borough and City of North Pole have slightly different funding formulas. In 2012, *Explore Fairbanks* received \$1.54 million in bed tax revenue from the City of Fairbanks, \$1.2 million from the North Star Borough, and \$3,700 from City of North Pole. Ideally, *Explore Fairbanks* would like to receive 65% of the total bed tax.

Tourism activities in Fairbanks are largely centred on the winter season when visitors are attracted by aurora viewing opportunities, ice carving and winter festivals. Fairbanks has just over 3,000 year-round tourism accommodation rooms, with a seasonal increase to 3,600 rooms. In 2012, the Morris Thompson Cultural and Visitors Centre, run by *Explore Fairbanks*, provided services to 113,400 visitors.

Explore Fairbanks is currently undergoing Destination Marketing Association Program (DMAP) accreditation. This internationally respected program provides standards of service and performance measurement for destination marketing/management organizations around the world.

Explore Fairbanks' staff have implemented an internal program called "Operation Information" whereby regular reports are made to the Mayor and City Council of Fairbanks and the Borough administration. These reports not only keep City leaders aware of the activities of the CVB, but also provide them with good-news stories that can be shared with the community.

The key recommendation that Ms. Hickok has for any destination marketing/management organization is to examine your target markets carefully and determine which ones make sense to collaborate on, and which ones to "keep to yourself".

Lessons for Yellowknife from Fairbanks

- There is value in having the various sectors of the tourism industry represented on the board of directors of a community's tourism organization and keeping this board apolitical.
- A relatively high bed tax rate (tourist accommodation tax) has been accepted by the industry and provides a significant revenue stream.

- An internal communications program has been an effective way of keeping the City informed of CVB activities and providing a forum for sharing tourism good news stories.

4.2 Whitehorse, Yukon

Interview Contact: Linda Rapp, Director of Community & Recreation Services, City of Whitehorse

Whitehorse, with a population of about 28,000, is the capital of the Yukon Territory. Surrounded by mountains, the city sits on the banks of the Yukon River and bases its community brand “The Wilderness City” on its proximity to an abundance of easily accessible wilderness activities.

As the seat of Federal, Territorial, Municipal and First Nations governments, the economy of Whitehorse is heavily dependent on government activities. Mining, retail and tourism are also important industry sectors.

The Erik Nielsen Whitehorse International Airport offers scheduled air services to Vancouver, Kelowna, Calgary, Edmonton, Dawson City, Old Crow, Inuvik, Fairbanks and, during the summer months, Frankfurt, Germany.

Approximately one year ago, based on a review and resulting corporate reorganization, the City administration made the decision to eliminate its tourism department. All communications and promotions activities were moved to the Communications and Customer Service Department, while program and event activities were moved to the Recreation and Facility Services Department, and economic development activities were moved to the Planning Department. These changes also included the closure of the City’s tourism building which was just down the road from the (Territorial) Travel Yukon Visitor Centre. Despite these functional shifts, the City’s tourism budget and staff levels (1.5 FTEs) have been maintained and continue to support tourism in Whitehorse.

Another component of the reorganization of City of Whitehorse tourism activities involved the development of a formal partnership (via a Memorandum of Understanding - MOU) between the City and the Territorial Ministry of Tourism & Culture. The Yukon Government was already a big player in the tourism industry in the City and there was significant duplication of effort taking place (e.g., two visitor centres, duplicate attendance at trade shows, etc.). The City now focuses its tourism efforts on promoting and supporting activities for tourists once they have arrived. Activities and programs such as tours, festivals, events, related infrastructure, signage and a City Ambassador program fall under the City’s tourism mandate. Amongst other things, The Yukon Government has agreed to manage Visitor Information Centre activities and all major marketing campaigns. The two partners are also keen to improve their relationships with the Tourism Industry Association of Yukon and the Yukon Convention Bureau to further leverage available resources. The MOU makes provisions for representatives of the City and Yukon Government to meet twice a year to discuss the partnership and its roles and responsibilities.

Ms. Rapp commented that this new model seems to be working very well for Whitehorse. It has been beneficial to both partners to clarify their roles and they seem to have developed a supportive relationship. It has also allowed the City Administration to identify its priorities, and to ensure that their tourism dollars are being spent effectively.

Lessons for Yellowknife from Whitehorse

- It is important to have a clear division of responsibilities between the various organizations that deliver tourism related services in order to avoid confusion and duplication of services.
- Regular meetings between key tourism partners are a helpful way of building effective working relationships and leveraging available tourism resources.
- Whitehorse, and the Yukon overall, has a relatively small population base but has been able to attract international (Germany) summer air service. The Whitehorse brand “The Wilderness City” complements the interest of the German market in the remote outdoors.

4.3 Drumheller, Alberta

Interview Contact: Mr. Paul Salvatore, Director of Community Services

The City of Drumheller is located in the “Badlands” of Central Alberta, with easy access to the major markets of Calgary and Edmonton. The economy of Drumheller is fuelled by its growing tourism sector, significant agricultural industry and large oil and gas interests.

Similar to Yellowknife and the aurora, most people know of Drumheller for its dinosaurs. The town is home to the well-known Royal Tyrrell Museum of Palaeontology, one of the largest palaeontological museums in the world. Drumheller has over 50 attractions within a 100 square kilometer area and hosts more than 500,000 visitors each year. Tourism is a well-established sector of the economy and a key economic driver for the region. In order to guide the growth of the industry in a coordinated and sustainable manner, the Town of Drumheller had a Tourism Master Plan developed in 2010/11. This document provides direction to the Town administration, tourism industry, and residents as to their roles in the growth of tourism in Drumheller.

In the last year, Drumheller has transitioned the management of tourism out of the Town’s Economic Development Department and into a newly-formed Destination Management/Marketing Organization (DMO) which is branded as Travel Drumheller. The creation of the DMO was one of the key strategic recommendations in the Tourism Master Plan. The key goals associated with creating an independent, industry-led, not-for-profit organization included:

- providing one strong industry leader for the town that could help unite what had become a fractured industry;

- creating a transparent and accountable structure that more stakeholders would support; and,
- reducing duplication of effort and allowing for economies of scale through a more collaborative approach to marketing and product development.

Currently, the Town has committed to providing \$40,000 in funding to Travel Drumheller each year. In an effort to establish sustainable funding for the DMO, a funding model based on business license fees is being explored. This model would be based on a business's activities rather than property ownership. The Town of Banff implemented a similar model several years ago that Drumheller is emulating. Drumheller has opted to not implement a membership model, preferring to offer collaborative marketing/development opportunities on a "pay to play" basis.

Travel Drumheller has one staff person, an executive director, who was hired specifically for the position and was not transferred from Town administration. The skills and experience that the search committee looked for included: general business knowledge, strong communications skills, an ability to work in a board environment, and a dynamic and enthusiastic personality. Knowledge of the tourism industry was preferred, but not required.

One of the greatest benefits to the community from the process of creating Travel Drumheller has been the opportunity to gather tourism stakeholders together in one room to talk about tourism. Mr. Salvatore believes that the Town has been successful in creating an environment where all stakeholders have equal opportunity to participate, and receive equal billing in decision-making.

The biggest challenge that Drumheller faces is creating awareness in the community of the importance of tourism to the economy. Key messages being communicated are that tourism is NOT a burden to taxpayers, that it creates opportunities, and that Drumheller would be a very different community without tourism. Another challenge is that the DMO was started "on a shoestring" which has put significant pressure on key stakeholders to get sustainable funding in place – a process that has a variety of political issues to navigate before it will be successful.

The key recommendation that Mr. Salvatore had for a community embarking upon its own tourism strategy is to really "pound the message home" that tourism creates value for the community – not just for tourism operators. For Drumheller, it would be a bleak picture to look at the community without tourism.

Lessons for Yellowknife from Drumheller

- The establishment of an independent, industry-led tourism organization has been instrumental in creating an environment that encourages tourism operators to work together, contribute to tourism decisions, and benefit from a more coordinated approach to tourism development.
- A stable and dependable source of funding should be identified/secured before an independent, industry-led tourism organization is established.
- It is important to educate the broader community about the economic value of tourism.

5.0 Community Interview and Survey Input

This chapter presents a summary of the input provided by interview and survey participants in response to questions related to:

- tourism strengths, weaknesses and opportunities in Yellowknife
- the role of the City of Yellowknife in tourism

To review the full range of the input provided, please see Appendix B.

5.1 Tourism Strengths, Weaknesses and Opportunities

The following tourism strengths, weaknesses and opportunities summary tables reflect the ‘tourism requirements’ framework discussed in earlier Section 1.5. For each category of input only the top few most frequently listed comments are listed. The number of respondents who made each comment is identified in brackets.

Strengths

Table 15: Most Frequently Identified Yellowknife Tourism Strengths		
Main Requirements	Community	<ul style="list-style-type: none"> • Welcoming/friendly community (29) • Diversified and unique culture/people (11)
	Attractions	<ul style="list-style-type: none"> • Best place to view the aurora (83) • Awesome summers/midnight sun (57) • Proximity to nature and beautiful scenery (44) • Range of great outdoor activities (33) • Great fishing/huge fish (32) • Great Slave Lake/other lakes and rivers (26) • Old Town (history and character) (12) • Excellent camping (12) • Boating and lake-based activities (10) • Number/variety of events (9, plus 21 for specific events)
	Tourist Market	<ul style="list-style-type: none"> • No comments provided re: strengths of Yellowknife’s tourist market(s).

Table 15: Most Frequently Identified Yellowknife Tourism Strengths		
Enabling Requirements	Gov't/public services	<ul style="list-style-type: none"> Funding/support of events (6) Streetscaping and downtown revitalization has been improving (5)
	Private services	<ul style="list-style-type: none"> Range of good places to eat (7) Some good traveller infrastructure (6) Some good airline connections (4)
	Promotion/visitor services	<ul style="list-style-type: none"> City of Yellowknife promotional videos (5) Great visitor section on City's website (4) Northern-focused reality shows (3)
Coordination Requirement	Tourism Organization	<ul style="list-style-type: none"> City support/funding of NFVA (7) Good information centre (2) NFVA serves as a hands-on booking agency (2)

Weaknesses

Table 16: Most Frequently Identified Yellowknife Tourism Weaknesses		
Main Requirements	Community	<ul style="list-style-type: none"> Downtown public safety issues due to social issues and addictions (22) High operating costs are a challenge for community businesses (9)
	Attractions	<ul style="list-style-type: none"> Limited/challenging access to the lake and under-developed waterfront (16) Not enough activities for visitors (winter, summer, indoor, inexpensive) (13) Not enough conference space and no full-service conference centre (11) No tourist-focused street/area downtown (9) No place for visitors to rent recreational equipment (7) Not enough events/festivals (4)
	Tourist Market	<ul style="list-style-type: none"> Lack of basic tourism services and information in Japanese (Yellowknife's largest international market) (8)
Enabling Requirements	Gov't/public services	<ul style="list-style-type: none"> The downtown is dirty, not well maintained and lacks visual appeal (24) The City of Yellowknife hasn't historically recognized the value of and is not committed to tourism (9) Roads/highway need fixing (6) Liquor laws are archaic (4)

Table 16: Most Frequently Identified Yellowknife Tourism Weaknesses

	Private services	<ul style="list-style-type: none"> • Inconsistent front-line customer service/hospitality (16) • There are limited good restaurants offering local food (15) • Wayfinding and other tourism signage needs to be improved (14) • Not enough campground and RV space (13) • Not enough reasonably-priced accommodations options or hostels (11) • Airfare costs are high (7)
	Promotion/visitor services	<ul style="list-style-type: none"> • Lack of information on inexpensive activity options, rentals, trails, etc. (7) • Lack of (accurate) information on the full range of tourism opportunities and services in one place (7) • There is no/very limited external marketing of Yellowknife (6)
Coordination Requirement	Tourism Organization	<ul style="list-style-type: none"> • There is no one in place to facilitate event bidding/coordination/attraction (11) • The relationship between the City and NWTT, the City and NFVA and, the City/NFVA/NWTTT could be improved (3) • There is a lack of cohesion/cooperation among tourism operators who have limited communication with each other (2)

Opportunities

Table 17: Most Frequently Identified Yellowknife Tourism Opportunities

Main Requirements	Community	<ul style="list-style-type: none"> • Develop a conference facility (13)
	Attractions	<ul style="list-style-type: none"> • Hold more and better festivals and events and improve leveraging of existing festivals and events (31) • Increase the number of conferences held in Yellowknife (14) • Leverage the City’s creative talent and better incorporate local art/artisans into tourism (14) • Encourage development of aboriginal cultural opportunities (14) • Promote/develop the fishing potential of Great Slave Lake (11) • Enhance the aurora product (more tours, festivals, viewing observatories) (10) • Promote/leverage Old Town funkiness and history (9)
	Tourist Market	<ul style="list-style-type: none"> • Educate residents re: importance of Japanese/Asian market (5) • Target the ‘Visiting Friends and Relatives’ market (3) • Target ‘green’ tourists (3) • Target the Chinese market (3)

Table 17: Most Frequently Identified Yellowknife Tourism Opportunities

Enabling Requirements	Gov't/public services	<ul style="list-style-type: none"> • Clean-up and beautify the downtown (8) • Lobby GNWT re: implementation of a hotel tax (5)
	Private services	<ul style="list-style-type: none"> • Develop more (full) travel packages (8) • Work on establishing more airline connections (4)
	Promotion/visitor services	<ul style="list-style-type: none"> • Market Yellowknife as the best place to view the aurora (22) • Raise awareness of the proximity of Yellowknife to nature/the outdoors (8) • Promote (access to) outdoor recreation activities (8). • Promote winter activities. (6) • Increase Yellowknife-focused marketing activities (8) • Improve customer service (6)
Coordination Requirement	Tourism Organization	<ul style="list-style-type: none"> • Establish a convention bureau (7) • The City and the NFVA should work together more closely (3) • Improve partnership between all tourism stakeholders (3)

5.2 Role of the City of Yellowknife in Tourism

Below is a summary of the most frequently mentioned comments made in response to the question about the role of the City of Yellowknife in tourism. For the full list of responses, please see Appendix B.

Table 18: Most Frequently Identified Tourism Role of the City of Yellowknife		
Main Requirements	Community	<ul style="list-style-type: none"> • Make the streets feel safe for visitors (address the issue of drunk/homeless downtown creating public safety concerns) (19) • Increase support for tourism (6) • Address outdated liquor bylaws (e.g., related to patios, Sunday openings, babies in pubs, etc.) (5)
	Attractions	<ul style="list-style-type: none"> • Support conferences and events (e.g., coordination, promotion, create a CVB, etc.) (10) • Assist with festivals and support more festivals (9) • Develop the waterfront/improve access to the waterfront (5)
	Tourist Market	<ul style="list-style-type: none"> • No comments provided re: role of the City of Yellowknife relative to ‘tourist market’
Enabling Requirements	Gov’t/public services	<ul style="list-style-type: none"> • Clean up the downtown and maintain public infrastructure (24) • Improve tourism welcoming and way-finding signage and provide signage in other languages (11) • Revitalize the downtown (esp. Franklin Avenue) (6)
	Private services	<ul style="list-style-type: none"> • Support local businesses/entrepreneurs (e.g., tax incentive, grants) (10) • Assist businesses by providing customer service training (5)
	Promotion/visitor services	<ul style="list-style-type: none"> • Market Yellowknife’s tourism assets and activities (26) • Continue to promote tourism online (websites, social media) (6)
Coordination Requirement	Tourism Organization	<ul style="list-style-type: none"> • Strengthen partnership with NWTT on specific initiatives and campaigns (8) • Facilitate partnerships with and coordination between tourism players/operators (5) • Lobby the GNWT re: a hotel tax (3)

6.0 Strategic Priorities and Action Plans

6.1 Tourism Priorities

This chapter identifies a range of strategic initiatives that the City of Yellowknife can implement over the next five years (2015-2019) in order to encourage the development of a vibrant and coordinated tourism sector in Yellowknife that is built on strong and effective tourism partnerships.

The research and consultation conducted as part of this strategic planning process confirms that Yellowknife has a range of unique tourism assets, that there is untapped market potential in key geographic and activity markets, and that City and community tourism stakeholders are interested in growing the sector. However, it is also apparent that there are a number of challenges that need to be addressed in order for Yellowknife to realize its tourism potential. These challenges include, for example, a lack of external tourism marketing (and, as a result, low market awareness of Yellowknife), a lack of coordination to attract and support conferences, and limited unity and mutual support among tourism stakeholders.

The tourism stakeholders who participated in the consultation component of this strategic planning process identified a broad range of initiatives that could be undertaken in order to enhance Yellowknife's tourism potential (see Appendix B). In order to short-list and prioritize the initiatives that should be pursued by the City of Yellowknife in the short to mid-term, the following factors were considered.

- Consistency with the vision and goals of Yellowknife City Council
- Consistency with *City of Yellowknife 2014-2018 Economic Development Strategy*
- Compatibility with the tourism strategies and initiatives of partner organizations
- Public investment requirements
- Potential for enhancing Yellowknife's tourism economy
- Stakeholder support
- Ability to measure outcomes

The tourism priorities that emerged from the above review process were presented to Yellowknife tourism stakeholders during the two project Open Houses held on April 22, 2014 at the NFVA Visitor Information Centre. Additionally, the Open House display boards (see Appendix C) were posted on the City of Yellowknife website. The feedback submitted by people who viewed the display boards is presented in Appendix D and was used to refine the City of Yellowknife short, medium and longer term tourism strategic priorities and actions that are presented below.

6.2 Action Plans

This section presents 25 specific actions in support of three broad tourism strategy goals. These goals and actions are summarized below while more detailed explanations of the reason for and the nature of each goal and action starts on page 52.

A. Enhance Tourism Management Model and Partnerships

1. Hire a Meetings and Marketing Coordinator
2. Pursue authority from the GNWT to levy a hotel (tourist accommodation) tax
3. Maintain the role of the Northern Frontier Visitors Association for the next contract term or until a DMO is established (see Action 8)
4. Continue to participate in the organizing committee for the annual NWTT Conference and AGM and, for the conferences held in Yellowknife, participate in the organization of an add-on, Yellowknife-focused session
5. Continue to participate on the NFVA Board and the NWTT Tourism Marketing Advisory Committee
6. Seek representation on the NWT Tourism Board of Directors
7. Take steps to engage local First Nations in tourism:
 - a. Involve First Nations in Actions 4 (attend Yellowknife tourism sessions) and 14
 - b. Determine First Nation's interest in incorporating an aspect of their culture at the airport (e.g., photo, art or music display in the visitor information area).
8. Establish a Convention and Visitors Bureau (CVB)/Destination Management Organization (DMO) once hotel tax revenue is flowing

B. Increase Destination Awareness

9. Support the growth of conference tourism
10. Raise market awareness of Yellowknife:
 - a. Create a destination marketing plan
 - b. Develop/implement targeted marketing campaigns
 - c. Create one, well-optimized tourism website
 - d. Establish a centralized, comprehensive online festivals/events calendar
 - e. Encourage creation and promotion of tourism packages
 - f. Produce one-page, updated, colourful, city tourism map
11. Allocate a share of (proposed) hotel tax revenue to multi-day festivals with tourism potential
12. Incorporate tourism as part of the City Brand
13. In partnership with the NFVA, develop and deploy a summer mobile tourism kiosk

C. Improve Tourism Infrastructure and Services

14. Help support and coordinate customer service training sessions in partnership with other levels of government (i.e., GNWT ITI and ECE)
15. In partnership with downtown businesses, expand the existing annual Spring Clean-up initiative into a spring/summer monthly downtown clean-up program and expand the City's Adopt-a-Street Program.
16. Install basic tourism directional signage at key downtown intersections.
17. Continue and prioritize downtown revitalization and Government dock redevelopment:
 - a. Continue downtown revitalization including upkeep of previous revitalization activities
 - b. Complete Government dock redevelopment to enhance visitor access to lake-based recreational activities
18. Assess viability of building a convention facility

In reviewing the detailed plans which start on page 52, it is important to note that the recommended actions reflect a fundamental shift in how some tourism services are currently delivered in Yellowknife.

As noted in earlier Section 1.4, the City of Yellowknife delivers a range of advertising, partnership and promotional services in support of the tourism industry. Additionally, some tourism service roles are filled by other organizations (e.g., visitor information services are delivered by the NFVA) while some tourism roles are not currently being filled (e.g., tourism destination marketing).

As noted in earlier Section 1.5, there are a number of requirements that need to be in place in order for a community's tourism sector to function effectively. Central to these requirements is a tourism organization that can effectively coordinate community tourism initiatives and fill one or more of the following tourism-related services:

- Provision of visitor information services
- Destination marketing
- Provision of industry support programs (e.g., conference and event coordination and bid support, customer service training, industry communications [information sharing], etc.)
- Conducting tourism research
- Lobbying regarding issues with implications for tourism

Section 1.5 also identifies a number of possible organizational models that can fill the 'tourism organization' coordinating role at the municipal or community level. At present, Yellowknife uses a 'hybrid' model with the City delivering some services and other organizations delivering other services. This division of roles has resulted in some gaps and inefficiencies.

In order to better support the City's goal of helping to enable the growth of the tourism sector and fostering tourism partnerships, and given consideration of current tourism service gaps and opportunities, a key element of this strategy involves the establishment of a Convention and Visitors

Bureau (CVB)/Destination Management Organization (DMO) in the next 18 to 30 months and the transfer of tourism service delivery responsibilities (as per the above bullets) to this organization.

The key reasons for recommending this organizational shift are as follows:

- The independent, not-for-profit DMO structure is the most commonly used organization model in Canada and the U.S. for the delivery of tourism services (about two-thirds of existing community tourism organizations);
- Should the City of Yellowknife implement a hotel (tourist accommodation) tax (as per Action #2), the tourism industry will have a reasonably significant budget to support industry growth. Communities with small tourism budgets are more likely to deliver tourism services via an inhouse department of the municipal government or the Chamber of Commerce. However, communities with larger tourism budgets typically deliver tourism services via a not-for-profit DMO.
- The primary benefits to Yellowknife of moving to a not-for-profit DMO structure include:
 - The ability of a DMO to secure other sources of public and private revenue in support of tourism that may not be available to the City (note that a hotel tax should never be the only revenue source for a DMO);
 - Establishing a DMO sends a message to the tourism industry and the tourism market that the City/city is serious about tourism;
 - Establishing a DMO complements the City's/city's overall growing level of sophistication;
 - DMOs can be very effective facilitators of tourism sector growth because of their ability to build broad-based public-private partnerships, conduct destination marketing, and deliver visitor services;
 - Tourist accommodation operators will be far more likely to support the implementation of a hotel/tourist accommodation tax if the funds go to a DMO than if the funds go to the City (even if the City commits to allocating all hotel tax revenue to tourism uses);
 - DMOs provide apolitical support to the tourism sector and are more likely to be perceived to be supporting the interests of the full spectrum of tourism stakeholders; and,
 - DMOs can, for example, help facilitate the development of private sector tourism packages – such activities done by the City would likely be perceived to be showing favouritism.

Each of the following three action plans are similarly structured and provide:

- Brief overview of the rationale for each strategy goal
- Identification and description of the key actions associated with each strategy goal
- A suggested timeline for implementing each action

Table 19, which follows the action plans, provides a summary of the proposed timeline and identifies key cost categories associated with each action.

Goal 1: Enhance Tourism Management Model and Partnerships

Rationale for Strategy Goal

An effective tourism coordinating organization is required in order for a community's tourism sector to function well and to achieve its growth potential. Typically, communities that are serious about growing and supporting their tourism industry have a dedicated tourism organization. While a community tourism organization can be structured in a number of ways (e.g., a Convention and Visitors Bureau/Destination Management Organization; a division of community's economic development organization; a division of the Chamber of Commerce, or a division of local government), the range of tourism functions that need to be implemented are the same (e.g., destination marketing, conference support, visitor information services, etc.).

While the City of Yellowknife has been working hard to support tourism and partners with other tourism organizations on various specific initiatives (e.g., helping fund the NFVA to provide visitor information services), the potential of the community's tourism industry is not being realized because:

- a number of important tourism functions are not currently being filled (e.g., destination marketing, convention bid support, etc.);
- there is no dedicated tourism organization (i.e., different tourism functions are being filled by different organizations resulting in some duplication of services, lost leveraging opportunities, and lack of coordination); and,
- stakeholders and operators are not communicating with each other as well as they could which has contributed to a sense of dis-unity in the industry and the loss of opportunities to, for example, cooperate on marketing or packaging opportunities, or share mutually beneficial information.

The focus of the following actions is on identifying key steps that the City of Yellowknife can take over the next few years to fill important tourism function gaps, establish a dedicated tourism organization, and improve communication between tourism stakeholders. The need to provide additional resources in order to manage and finance the implementation some these actions (and some of the actions associated with the two other strategic goals), is addressed in the first two actions.

Action Plan

	Key Actions	Timing
1	Hire a Meetings and Marketing Coordinator. In order to provide the personnel resources needed to fill key tourism function gaps, a Meetings and Tourism Marketing Coordinator should be hired to provide conference support services and oversee a destination marketing program (see also Actions 9 and 10 for more detailed position functions). This position could either be one full-time position or two half-time positions. If later Action 8 is implemented and a Convention and Visitors Bureau/Destination Management Organization (DMO) is established, the Meetings and Marketing Coordinator position should be transferred from the Department of Communications and Economic Development to the DMO.	Year 1

Goal 1: Enhance Tourism Management Model and Partnerships

Rationale for Strategy Goal

	<p>Assuming a DMO is established in two years, the direct cost to the City associated with hiring a Meetings and Marketing Coordinator would be limited to the salary and benefits for one FTE for two years (in addition to the position tasks outlined in Actions 9 and 10, the Meetings and Marketing Coordinator could assist with current CED functions such as writing press releases and attending meetings).</p> <p>In turn, the tasks undertaken by the Meetings and Marketing Coordinator could play a significant role in drawing more conferences, business activity and investment to Yellowknife which, in turn, will contribute to improved business resiliency, the creations of new businesses, and an enhanced property tax base. For example:</p> <ul style="list-style-type: none"> • Attracting one 3-day conference attended by 100 delegates who spend an average of \$300/day would generate \$90,000 in spending. • If overall annual visitation to Yellowknife increased by 5% as a result of enhanced visitor marketing, the estimated related impact would be about \$4 million (i.e., \$38m in current accommodation spending + 5% = \$39.9m – an increase of ~\$2m. If accommodation spending represents half of total visitor spending then the overall estimated increase in annual tourism spending would be about \$4m). 	
2	<p>Pursue authority from the GNWT to levy a hotel (tourist accommodation) tax. In order to cover the costs associated with implementing key actions of this <i>Tourism Strategy</i>, additional financial resources will be required. In many communities, a hotel tax is used to support the development of tourism. In order to establish a hotel tax program in Yellowknife, the City of Yellowknife should seek clarification from the GNWT regarding the amendments that would need to be made to the <i>Cities, Towns and Villages Act</i> (and/or other legislative requirements) in order to give the City the authority to implement a hotel tax within City boundaries.</p> <p>See also Section 6.3 on page 63 which outlines key factors that the City should consider as part of the establishment of a municipal hotel tax.</p>	Year 1 and 2
3	<p>Maintain the role of Northern Frontier Visitors Association for the next contract term or until a DMO is established. The current visitor information services role of, and current City funding for, the Northern Frontier Visitors Association (NFVA) should be maintained for the upcoming contract term or until a DMO is established. Once a DMO is established, the contract can be reviewed and adjusted (see also Action 8).</p>	Year 1

Goal 1: Enhance Tourism Management Model and Partnerships

Rationale for Strategy Goal

4	<p>Continue to participate in the organizing committee for the annual NWTT Conference and AGM and, for conferences held in Yellowknife, help organize/support an add-on, Yellowknife focused session. In order to help foster improved communication between tourism stakeholders, and support tourism operators, there would be value in working through the NWTT conference committee to organize an annual one-day or half-day session for Yellowknife tourism stakeholders/operators. The purpose of these sessions, the first of which could be scheduled to immediately follow the 2014 NWT Tourism Conference and AGM to be held in Yellowknife in November, would be to:</p> <ul style="list-style-type: none"> • facilitate the building of tourism industry relationships; • provide professional development opportunities for operators (e.g., workshops on social media, understanding the Asian visitor market, etc.); • educate operators regarding the tourism programs, services and funding available through NWT Tourism; and, • encourage operators to have their staff participate in customer service training (see also Action 14). <p>The first session could also be used to help launch the City’s branding initiative (see also Action 12).</p>	Year 1 and ongoing
5	<p>Continue City participation on the NFVA Board and the NWTT Tourism Marketing Committee. Many City of Yellowknife activities have implications for tourism. In order to understand these implications, bring a ‘tourism lens’ to City decisions (see also, Action 16), and foster the coordination rather than the duplication of tourism-related activities, it is important that the City continue to participate in key tourism organizations. The staff involved serve as a liaison between the City and tourism organizations and help ensure that City Council is informed regarding tourism issues and opportunities. The City should also seek representation on the Board of the DMO once it is established (see also Action 8).</p>	Year 1 and ongoing
6	<p>Seek City representation on the NWT Tourism Board of Directors. NWT Tourism (NWTT) is focused on, and does a good job of, promoting the NWT as a whole. As noted as part of Action 5, the City of Yellowknife currently has a link with NWTT through a seat on the NWTT Tourism Marketing Advisory Committee. However, the City would benefit from a closer partnership with NWTT and should seek representation on the NWT Tourism Board of Directors (see also Action 10a).</p>	Year 1 or 2

Goal 1: Enhance Tourism Management Model and Partnerships

Rationale for Strategy Goal

7	<p>Engage local First Nations in tourism. Many visitors, especially international visitors, are very interested in learning about First Nations culture. At present, there are a few opportunities in Yellowknife for visitors to experience local First Nations’ culture. Consistent with the findings of the <i>Aboriginal Tourism Strategy Action Plan</i> prepared for NWT ITI, tourism stakeholders in Yellowknife noted that there is an opportunity to better engage local First Nations in tourism. As a starting point, it is recommended that:</p> <p>a) Representatives of the Dettah and N’dilo First Nations be invited to attend the Yellowknife-focused tourism industry sessions (see Action 4) and participate in customer service training sessions (see Action 14).</p> <p>b) In consultation with Yellowknife Airport representatives, approach the Dettah and N’dilo First Nations to determine if there is interest in incorporating an aspect of their culture as part of the NFVA space at the airport terminal building (e.g., temporary/rotating photo, music or art displays, etc.).</p>	<p>Year 1 and ongoing</p> <p>Year 2</p>
8	<p>Establish a Convention and Visitors Bureau (CVB)/Destination Management Organization (DMO). The lack of an arms-length DMO was identified as a gap that is limiting the City’s tourism potential because there is no one organization with overall responsibility for tourism (e.g., marketing, conference sector development, industry coordination, advocacy, etc.).</p> <p>A city the size of Yellowknife, with its range of tourism stakeholders, products and opportunities, would benefit from the establishment of a DMO. Recognizing the cost involved in this process, it is recommended that a not-for-profit DMO be established once hotel/tourist accommodation tax revenue is flowing (see Action 2). Responsibility for the City’s tourism-related functions and positions, as well as the NFVA visitor information services functions, should be transferred to the DMO (whether the NFVA expands to fill the DMO role or a new organization is established, which could include sub-contracting of visitor information services to the NFVA, would need to be negotiated when the DMO is established).</p> <p>In establishing a DMO, it is important that steps be taken to ensure a reasonable split between DMO staffing and service/program delivery costs (i.e., some organizations, especially in smaller communities, spend more on DMO staff costs than on service delivery and this should be avoided).</p>	<p>End of year 2 or start of year 3</p>

Goal 2: Increase Destination Awareness

Rationale for Strategy Goal

Yellowknife can attract more visitors and/or encourage visitors to stay longer, by building its conference potential, raising its tourism market profile, and improving key visitor information tools.

A range of stakeholders noted that opportunities to host conferences in Yellowknife are being lost because there is no one available to help coordinate conference initiatives at the local level. In general, the potential of conference tourism is positive. For example, the World Tourism Organization published a study in March 2014 entitled 'Global Report on the Meetings Industry' which notes that "Against the backdrop of increased globalization and the sustained expansion of the tourism sector, the importance of the meetings industry is expected to continue growing. The meetings industry further provides immense benefits to the broader economy as it generates on average a higher spending level, reduces seasonality, contributes to the regeneration of destinations, spreads knowledge, and enhances innovation and creativity."

While Yellowknife does not have a conference facility capable of hosting large conferences, it does have several facilities capable of supporting events for up to 300+ delegates. These facilities can be used to attract smaller conferences and to build Yellowknife's profile as a conference destination.

Stakeholders also noted that there is a low level of market awareness of Yellowknife as a tourism destination in southern Canada (and elsewhere), as well as a low level of awareness of the range of Yellowknife's tourism assets among visitors to the city. Although NWTT does a good job of marketing the whole of the NWT to attract visitors, very limited destination marketing focused on Yellowknife is being done. As such, Yellowknife would benefit from increased destination marketing, especially in specific, southern Canadian markets.

While several stakeholders indicated that Yellowknife has a good tourism website, data on website use shows that the number of people accessing *VisitYellowknife.com* has plummeted over the last few years (down 80% in 8 years). Additionally, when "Yellowknife Tourism" is Googled, the *VisitYellowknife.com* listing is below the City of Yellowknife's visitor page site, the *Spectacular Northwest Territories* site of NWT Tourism, and TripAdvisor sites related to Yellowknife. As such, many web users may not be finding their way to the *VisitYellowknife.com* website. While there is a link to the *VisitYellowknife.com* site on the City's tourism webpage, having two distinct tourism websites is not optimal from a visitor perspective.

The focus of the following proposed actions is on key steps that the City of Yellowknife can take to build its conference potential, raise Yellowknife's tourism market profile, and improve key visitor information tools.

Goal 2: Increase Destination Awareness

Action Plan

	Key Actions	Timing
9	<p>Support the growth of conference tourism. The Meetings and Tourism Marketing Coordinator (see Action 1) should be tasked with supporting the growth of conference tourism in Yellowknife by:</p> <ul style="list-style-type: none"> • developing a Yellowknife-focused meeting planners guide (which could build on the information in the NWTT meeting guide); • seeking conference bid opportunities and coordinating conference bid packages; • organizing and hosting familiarization tours for conference planners; and, • liaising with NWT Tourism regarding territorial initiatives related to conference tourism (e.g., NWTT has allocated funds to establish a conference bureau to attract conferences and meetings to the NWT – the Meetings and Tourism Marketing Coordinator could liaise with this bureau to represent and promote Yellowknife’s conference sector). 	Year 1 and ongoing
10	<p>Raise market awareness of Yellowknife. The Meetings and Tourism Marketing Coordinator should (also) be tasked with increasing tourism market awareness of Yellowknife by, for example:</p> <ol style="list-style-type: none"> a) Creating a destination marketing plan (in consultation with NWTT) that is focused on marketing Yellowknife’s signature assets (i.e., aurora, winter outdoor adventure experiences, summer sun and scenery, festivals and unique culture & history) to attract short-haul (i.e., Canadian) visitors; b) Developing and implementing targeted marketing campaigns in consultation with relevant tourism partners; c) Working with the NFVA to create one, well-optimized, Yellowknife tourism website that provides comprehensive tourism information (e.g., how to get to Yellowknife; range of activities available [paid and free], range of services available, etc.); d) Establishing a centralized, comprehensive, user-friendly Yellowknife online festivals and event calendar; and, e) Working with tourism operators to encourage the creation and promotion of Yellowknife tourism packages (e.g., WestJet, hoteliers, tour operators, festivals). 	<p>Year 1</p> <p>Year 2</p> <p>Year 2</p> <p>Year 2</p> <p>Year 2 and ongoing</p>

Goal 2: Increase Destination Awareness		
	<p>f) To complement the above initiatives, produce a one-page, updated, colourful “tear sheet” style tourism map of the city that shows the location of key tourism assets (hotels, trails, attractions, services, etc.). Encourage tourism accommodation operators to actively distribute these maps to visitors.</p>	Year 2
11	<p>Allocate a share of (proposed) hotel tax revenue to signature (multi-day) festivals: Yellowknife has a number of multi-day festivals that have the potential to draw more visitors to the community. In addition to the marketing support for festivals outlined as part of Action 10, a percentage of revenue from the proposed hotel tax (e.g., 5% of total tax revenue) should be allocated to eligible festivals for capital/operating purposes. As this funding will be administered by the proposed DMO it would be distinct from current City special grants funding for these events.</p> <p>As part of establishing the hotel tax administration process (see also Section 6.3 on page 63), the criteria for determining festival eligibility for funding would need to be confirmed but could include, for example:</p> <ul style="list-style-type: none"> • Status of applicant organization – not-for-profit • Festival length – multi-day • Target market – includes out of town participants and spectators • Promotions/advertising plan – targeting out of town participants and spectators 	Year 3 (or once tax revenue begins flowing)
12	<p>Incorporate tourism into the City brand. Should the City of Yellowknife proceed with a branding strategy in 2015, it is important to ensure that the community’s desired tourism image is reflected. The current brand (Diamond Capital of North America) has very limited relevance to tourism.</p>	Year 2 (or when branding strategy done)
13	<p>In partnership with the NFVA develop and deploy a summer mobile tourism kiosk. If the City proceeds with plans for a summer tourism information kiosk, it is recommended that a mobile unit be used so that its location can be optimized depending on tourist traffic (e.g., at festival sites, in Old Town, etc.). The mobile kiosk could be staffed on a rotating basis by NFVA staff or a summer student.</p> <p>It is recommended that the mobile kiosk be customized to reflect the city’s tourism character. By way of example, Tourism Tofino on the west coast of Vancouver Island shut down one of its two visitor centres (due to declining walk-in traffic) and, in its place, uses a 1966 Volkswagen van with surfboards attached on the top. Personable tourism information staff drive the van to various locations around town and engage with visitors. The van has been very successful and attracts visitors wherever it parks.</p>	Year 1 and ongoing

Goal 3: Improve Tourism Infrastructure and Services

Rationale for Strategy Goal

While Strategy Goal 1 is focused on creating an effective organizational model for supporting and growing tourism and Strategy Goal 2 is focused attracting more visitors and raising awareness of Yellowknife’s tourism assets, Strategy Goal 3 is focused on the critical need to ensure that tourists who come to Yellowknife have a good visitor experience. It is well-known that the most effective marketing tool is ‘word of mouth’ and a bad tourism experience can “go global” in minutes via social media. While tourism service providers are responsible for the quality of the service and experience that they provide to visitors, there are a number of infrastructure and service initiatives that the City of Yellowknife can undertake in support of creating a positive visitor experience.

Action Plan

	Key Actions	Timing
14	<p>Help support and coordinate customer service training sessions in partnership with other levels of government (i.e., GNWT ITI and ECE). Consistent with the findings of the <i>City of Yellowknife Economic Development Strategy</i>, a range of stakeholders who provided input to this <i>Tourism Strategy</i> commented on the need for improved customer service. Poor customer service negatively affects tourists and residents as well as businesses which can lose sales due to poor frontline service.</p> <p>In order to help improve customer service, it is recommended that the City work with the committee that has been established by ITI and ECE to facilitate a broad-based (cross industry) customer service training program, in order to help support and coordinate regular customer service training sessions in Yellowknife. Sessions targeting tourism-related staff could use curricula from, for example, NWTT’s ‘Welcome NWT’ and ‘NorthernMost Host’ training programs. This initiative could include the involvement of the Chamber of Commerce and/or CDÉTNO.</p>	Year 1 and ongoing
15	<p>In partnership with downtown businesses, expand the City’s existing annual Spring Clean-up initiative into a spring/summer monthly downtown clean-up program and expand the Adopt-a-Street Program. Tourism stakeholders are quite concerned about the negative impressions that visitors have of the downtown due to garbage/empty buildings/dirty infrastructure, etc. Currently the City conducts an annual Spring Clean-up initiative to help ready the City for the summer. Additionally, the City has an ‘adopt-a-street’ program although it was indicated that this program is not well-promoted and momentum has been lost. Also, in 2014 there was a volunteer spring clean-up initiative organized by a resident that was conducted on three consecutive Wednesdays.</p>	Year 1 and ongoing

Goal 3: Improve Tourism Infrastructure and Services

Rationale for Strategy Goal

	<p>In partnership with downtown businesses, the City’s Spring Clean-up initiative should be expanded into a spring/summer monthly downtown clean-up and litter collection program aimed at keeping the downtown area (including parks) looking clean and well-cared for.</p> <p>In order to better leverage the City’s existing ‘Adopt-a-Street Program’, effort should be put into promoting active and ongoing participation in this program and ensuring participating groups have easy access to adequate garbage bags and bag pickup services.</p> <p>The Community and Economic Development Department and the Community Services Department could work together to identify opportunities for enhancing business engagement with these initiatives.</p>	
16	<p>Improve tourism directional signage at key downtown intersections. Tourism signage is important for visitors, businesses and the community as a whole. Signage can be used to promote the community’s brand, to guide visitors safely to their destination, and to direct visitors to businesses and community tourism assets of which they might not otherwise be aware. While tourism signage is important, excess or unclear signage needs to be avoided. In general, tourism signs should use simple and universal language and symbols.</p> <p>Yellowknife tourism stakeholders identified a lack of tourism directional signage downtown as a challenge for visitors. In order to address this challenge, basic signage showing the direction to key attractions, neighbourhoods and services, should be installed at the main downtown intersections. This signage should use standard tourism signage formats and/or symbols (e.g., Tourism-Oriented Directional Signing – TODS).</p> <p>As responsibility for signage is split among various City departments depending on signage location, it is recommended that CED liaise with these departments to determine a workable process for sharing information about, and supporting the development and installation of tourism directional signage.</p>	Year 2
17	<p>Continue and prioritize downtown revitalization and Government Dock redevelopment. As work continues on the implementation of various City planning initiatives such as the Downtown/Smart Growth Plan and Harbour Plan, the City should make it a practice to bring a ‘tourism lens’ to these initiatives. Because tourists place a high value on attractive communities and access to water bodies, from a tourism perspective, key</p>	Ongoing

Goal 3: Improve Tourism Infrastructure and Services

Rationale for Strategy Goal

	<p>planning priorities should include:</p> <ul style="list-style-type: none"> a) Ongoing downtown revitalization and beautification activities, including maintenance/upkeep of previous revitalization and beautification initiatives. <ul style="list-style-type: none"> ○ If the City proceeds with proposed plans to redevelop 50th Street to include a Visitor Information Centre, this facility should include public washrooms. b) Completion of the redevelopment of the Government Dock to enhance visitor access to lake-based recreational activities. 	
18	<p>Assess viability of building a convention facility. Should conference activity grow over the next few years as a result of increased conference support activities (see Actions 1 and 9), conduct an assessment to determine the viability of building a dedicated conference facility capable of hosting larger conferences.</p>	Long-term (e.g., 10 years)

Table 19: Action Plan Timeline and Cost Categories

Actions		Year					Cost
		1	2	3	4	5	
1	Hire a Meetings and Marketing Coordinator (MMC)						1 FTE wage and benefits plus add'l marketing costs, until CVB/DMO established (year 2 or 3)
2	Pursue authority to levy a tourist accommodation tax						Internal staff time
3	Maintain role of NFVA in the short-term						Internal staff time; NFVA operating grant
4	Continue to participate in the NWT annual conference organizing committee and support an add-on session for Yellowknife tourism stakeholders.						Internal staff time + contribution to session costs (e.g., space rental, speakers, refreshments)
5	Continue to participate in the NFVA Board and the NWT Tourism Marketing Advisory Committee						Internal staff time
6	Seek City representation on NWT Tourism Board						Internal staff time
7 (a)	Involve First Nations in Actions 4 and 14						Internal staff time
7 (b)	Determine First Nations' interest in incorporating aspect of their culture at the airport						Internal staff time
8	Establish a CVB/DMO						Internal staff time to set up; capital and operating funds covered by hotel tax
9	Support growth of conference tourism						Part of costs of Action 1
10 (a)	Create a destination marketing plan (MMC)						Part of costs of Action 1
10 (b)	Develop/implement targeted marketing campaigns						Some costs to City in Years 1 & 2; costs covered by hotel tax once implemented.
10 (c)	Create one, well-optimized tourism website						Part of costs of Action 1; possibly some IT time/costs.
10 (d)	Establish centralized, comprehensive online festivals/events calendar						Part of costs of Action 1; possibly some IT time/costs.
10 (e)	Create and promote tourism packages						Part of costs of Action 1; marketing costs shared with operators and covered by hotel tax once implemented.
10 (f)	Produce 1-page, updated, colourful, city tourism map						Map design and printing costs (could be offset by advertising revenue)
11	Allocate share of hotel tax revenue to signature, multi-day festivals.						Covered by hotel tax once implemented
12	Incorporate tourism into City brand						Internal staff time; part of branding study costs
13	In partnership with the NFVA, develop and deploy a summer mobile tourism kiosk						Kiosk capital costs; potentially summer student/staff costs unless covered by NFVA summer staff
14	Help support and coordinate customer service training sessions in partnership with other levels of government						Internal staff time + contribution to session costs (e.g., space rental, speakers, refreshments)
15	In partnership with downtown businesses, expand the Spring Clean-up initiative and re-invigorate the Adopt-A-Street Program						Internal staff time + additional supply costs (bags, etc.)
16	Install basic directional signage at key downtown intersections						Internal staff time + signage capital costs
17 (a)	Continue and prioritize downtown revitalization including upkeep of previous revitalization activities.						Internal staff and capital costs
17 (b)	Complete Gov't dock redevelopment to enhance visitor access to lake-based recreational activities						Internal staff and capital costs
18	Assess viability of building a conference centre					10 yrs.	Feasibility study costs

- Actions to be done by the City
- Actions the City will initiate but which the DMO will continue once established
- Actions to be done by the DMO

6.3 Hotel Tax Considerations

The ability to fund a number of the recommendations outlined in the above Action Plan rest on the City of Yellowknife's success in implementing a hotel/tourism accommodation tax program. As part of securing authority from the GNWT to levy a hotel tax, a range of decisions will need to be made regarding the structure and implementation of the tax. In particular, the City and/or the GNWT will need to determine the following (which should be done in consultation with tourism accommodators):

- Definition of properties eligible to collect and submit the tax:
 - All tourist accommodation properties or only those with, for example, 4 or more rooms (this would exclude most B&Bs)
 - Properties that provide longer-term but temporary accommodation (e.g., for work crews) or only those that provide short-term accommodation (defined as less than how many days)
- Tax administration process:
 - Property registration process
 - Frequency of tax submission (e.g., monthly, quarterly)
 - Revenue segregation and allocation process
- Tax rate:
 - Hotel/bed tax rates vary significantly among jurisdictions (e.g., 2% in most BC communities, 4% in Alberta, 5% in Winnipeg, 8% in Fairbanks, 12% in Anchorage, etc.). Yellowknife needs to determine an appropriate rate. Based on the current room revenue estimate of \$38 million as presented in earlier Table 13 (note that this estimate includes B&B rooms), the following illustrates the tax revenue impact of various tax rates:
 - $\$38 \text{ million} \times 2\% = \$760,000$
 - $\$38 \text{ million} \times 2.5\% = \$950,000$
 - $\$38 \text{ million} \times 3\% = \$1,140,000$
- Funding distribution formula: This formula will identify how hotel tax revenue is distributed. There are various ways that the revenue could be split. For example:
 - 100% to support the operations and programs of the proposed DMO
 - Some portion to the support the operations and program of the proposed DMO and some portion to support tourism-related (or non-tourism-related) initiatives of the City.

While the latter model is not uncommon in the U.S. it is less common in Canada where, typically, all hotel tax revenue (sometimes less a small administrative fee) is given to the DMO. It could be that the GNWT, when making the legislative adjustments necessary to allow for Yellowknife to initiate a hotel tax program, will identify a funding formula.

6.4 Performance Measures

As part of the implementation of this strategy, the City of Yellowknife Communications and Economic Development Department will implement an ongoing performance measurement process that will involve tracking both:

- strategy implementation progress; and,
- performance of Yellowknife's tourism industry.

Tourism stakeholders consulted as part of this project identified a wide range of measures that could be used by the City of Yellowknife to measure the performance of Yellowknife's tourism industry. This input, together with consideration of the measures that best complement identified tourism strategic priorities and actions, and the likely level of difficulty associated with obtaining measurement data, was used to determine the recommended list of indicators presented in Table 20 on the next page. This table provides an example of a possible format that can be used to track and report on tourism performance measures. While it has been set up to show annual data, it can be easily modified to track data on a more frequent basis.

Table 20: Example Yellowknife Tourism Sector Performance Measures												
Measures	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
Accommodation Measures												
Hotel Occupancy (%)					63.20%	69.66%						
Hotel Occupancy (% chg. prev. yr.)						10.22%						
Revenue Per Available Room (RevPAR)					\$98.48	\$107.38						
RevPAR (% chg. prev. yr.)						9.04%						
Hotel tax revenue	n/a	n/a	n/a	n/a	n/a	n/a	n/a					
Campground occupancy (Fred Henne Territorial Park)		45.7%	48.5%	49.7%	54.0%	55.5%						
Visitation and Spending (dependent on NWT ITI for this data)												
Total # of visitors to Yellowknife (business and leisure)												
Total spending by visitors to Yellowknife (business and leisure)												
Airport Traffic Measures												
Air Passengers	514,309	484,015	463,936	463,389	455,143	485,249						
Total Air Passengers (% chg. prev. yr.)		-5.89%	-4.15%	-0.12%	-1.78%	6.61%						
Total Air Passengers (% tourists)												
Visitor Information Centre Measures												
# of visitors to downtown Visitor Info Centre	11735	12916	15416	17680	19379	23515						
# of visitors to VIC (% chg. prev. yr.)		10.06%	19.36%	14.69%	9.61%	21.34%						
Online/Social Media Measures												
Tourism website hits	262,831	253,387	226,685	122,624	83,835	45,157						
Website hits (% chg. prev. yr.)		-3.59%	-10.54%	-45.91%	-31.63%	-46.14%						
Other...												
Other Measures (for example)												
# of conferences held												
# of non-local conference delegate days												
Festival/event attendance												
# of tourism staff who participate in customer service training												
Attendance at annual tourism industry sessions												
Other.....												

Appendices

- A. Terms of Reference – Yellowknife Tourism Strategy
- B. Community Input – Tourism Strengths, Weaknesses, Opportunities and Role of the City of Yellowknife
- C. Open House Display Boards
- D. Open Houses – Community Input

A. Terms of Reference – Yellowknife Tourism Strategy



CITY OF YELLOWKNIFE

Request for Proposals

Tourism Strategy

RFP # : 14-001

Due Date – January 24, 2014



CITY OF YELLOWKNIFE

January 9, 2013

File: 14-001

To whom it may concern:

RE: Request for Proposals for Tourism Strategy

You are hereby invited to submit a proposal in respect of developing a Tourism Strategy for the City of Yellowknife, as detailed in the following documents attached and forming part of this request:

1. General information and instructions
2. Proposal Execution
3. Terms of reference
4. City of Yellowknife Service Contract Terms and Conditions

Your valued consideration and submission of this request for proposals prior to the closing date would be appreciated.

Yours truly,

Clem Hand
Manager, Procurement Services

GENERAL INFORMATION AND INSTRUCTIONS

- G1. **Submissions MUST be received at City Hall, 4807-52nd Street, Yellowknife, NT, before 3:00:00 p.m. local time on Friday the 24th of January, 2014.**

It is the intent of the City to evaluate all proposals and select a successful bidder by January 31st (or earlier) at 5:00 pm local time.

All bidders will be contacted via e-mail regarding the decision of the evaluation committee. This decision will be communicated to all bidders by February 7th (or earlier) at 5:00 pm local time.

If this timeframe changes for any reason, all bidders will be informed as promptly as possible.

The information communicated to all bidders/document holders/members of the public will be the total proposal scores and the contract price of the winning bid – no other information will be provided.

- G2. Subject to article G5, submissions must arrive in a sealed envelope, addressed to the attention Manager of Procurement Services and marked clearly in the bottom left hand corner:

"Do not open - RFP 14-001 – Tourism Strategy"

The City will not be held responsible for any proposal which is not properly identified on the outside of the envelope as herein indicated.

- G3. Submissions received after the exact closing time and date will be rejected and returned to the proponent unopened.
- G4. To be considered, one original and three (3) copies of the proposal should be submitted.
- G5. Proposals transmitted by e-mail will be accepted under the following conditions:
- a. the proposal must be received before the submission deadline at e-mail address chand@yellowknife.ca ;
 - b. the City will not accept liability for any claim, demand or other actions for any reason should an e-mail transmission be interrupted, not received in its entirety, received after stated closing time and date, received by any other e-mail address other than that stated herein, or for any other reason;

GENERAL INFORMATION AND INSTRUCTIONS

- c. the City cannot guarantee the confidentiality of information contained in the proposal; and
 - d. the proponent must submit an original proposal and three (3) copies to the address stated herein immediately following transmission of the e-mail.
- G6. Amendments to a proposal will be accepted by e-mail subject to the following:
- a. the amendment is received before the submission deadline at e-mail address chand@yellowknife.ca ;
 - b. the City will not accept liability for any claim, demand or other actions for any reason should an e-mail transmission be interrupted, not received in its entirety, received after stated closing time and date, received by any other e-mail address other than that stated herein, or for any other reasons; and
 - c. the City cannot guarantee the confidentiality of information contained in the amendment.
- G7. All technical questions and enquiries regarding this request for proposals should be directed to:
- Nalini Naidoo
Director, Communications and Economic Development
nnaidoo@yellowknife.ca
- G8. All general questions and enquiries regarding this request for proposals should be directed to:
- Clem Hand
Manager – Procurement Services
chand@yellowknife.ca
- G9. It is a condition of the proposal documents received that each proposal is irrevocable and continues open to acceptance for a period of up to 60 days after the closing date and time and may be accepted at any time within that period of time whether or not a proposal has been previously accepted.
- G10. All submissions shall contain a Letter of Transmittal signed by a principal of the proponent, and/or a copy of the Proposal Execution form.

GENERAL INFORMATION AND INSTRUCTIONS

- G11. The proponent, by submitting a proposal, agrees that it will not claim damages in excess of an amount equivalent to the reasonable costs incurred by the proponent in preparing its proposal for matters relating to the agreement or in respect of the competitive process, and the proponent, by submitting a proposal, waives any claim for loss of profits if no agreement is made with the proponent.
- G12. The City will enter into an Agreement with the successful proponent – the City’s Service Contract General Conditions are attached.
- G13. Any and all addenda (revisions/clarifications, etc. to this request for proposals) will be issued in writing and sent to all proponents that have received the documents prior to the closing date and time.
- G14. The City has the right to cancel this Request for Proposals at any time and to reissue it for any reason whatsoever without incurring any liability, and no proponent will have any claim against the City as a consequence.
- G15. The City shall not be liable for any costs of preparation or presentation of proposals.
- G16. The City will not accept any conditions or reservations, customary or otherwise, subject to which the proponent may purport to sell, or to deliver services other than those stated in this request for proposals.
- G17. As this is a Request for Proposals, there will not be a public opening, however proposals shall be opened as soon as practicable after the closing time.
- G18. Proposals and accompanying documentation submitted by the proponent are the property of the City and will not be returned.
- G19. Submissions will be evaluated according to the City's purchasing practices and individual line prices will be treated in strict confidence.
- G20. An evaluation committee shall review each submission. The committee shall rate each submission based on the following criteria:

Criteria	Evaluation
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GENERAL INFORMATION AND INSTRUCTIONS

	Weight
Proposed Methodology	25%
Experience & Qualifications	25%
Fees and expenses	30%
Proposed schedule	10%
Benefit to Local Economy	5%
Quality of proposal	5%

The City reserves the exclusive right to determine the qualitative aspects of all proposals relative to the evaluation criteria.

- G21. Each rating is confidential, pursuant to provisions found in the Access to Information Act, and only the total rating for each proposal and the contract value of the successful proposal shall be released. However, if there are significant differences, the City may discuss a proponent's ranking, referencing the average of the category in question.
- G22. The City reserves the right to short-list proponents. Proponents who are short-listed may be requested to make a formal presentation. Such presentations shall be made at the sole cost of the proponent.
- G23. The City reserves the right to reject proposals on the basis of a proponent's past performance, financial capabilities and completion or delivery schedule.
- G24. As this is a Request for Proposals, the City is not bound to accept the proposal that provides for the lowest cost or price to the City, nor any proposal of those submitted.
- G25. If a contract is to be awarded as a result of this Request for Proposals, it shall be made to a proponent that is responsive and responsible and whose proposal will give the greatest value based on quality, service, and costs.
- G26. The City may accept any proposal or alternative proposal, in whole or in part, which is deemed to be most favourable in the interests of the City.
- G27. The City may, at its sole discretion, elect not to accept any proposal submitted and may proceed to acquire the requirements in such other manner as it so chooses.
- G28. The City may, but shall not be obligated to, waive any defect, irregularity, mistake, insufficiency or non-compliance in any proposal, if, in the opinion of the City acting reasonably, such defect, irregularity, mistake, insufficiency or non-compliance is minor or

GENERAL INFORMATION AND INSTRUCTIONS

otherwise not material to the proposal.

- G29. The City reserves the right to negotiate with one or more proponents and ultimately enter into a contract upon the same or different terms and conditions as contemplated by the request for proposals.
- G30. Proposals submitted shall be final and may not be altered by subsequent offering, discussions or commitments without the consent of the City. Further descriptions, clarifications, filling in the gaps or expanding upon a proposal may be requested by the City.
- G31. The final section of this RFP document details the City's contract terms and conditions. The City of Yellowknife does not negotiate these terms and conditions, but will offer clarification when necessary. Submission of your bid confirms your acceptance of the contract terms and conditions in the event that you are deemed to be the successful bidder.
- G32. Bids which are qualified or based upon conditions placed by the Proponent may be eliminated from the competition as part of the Administrative Review process. The City may, in its absolute discretion, deem a conditional or qualified bid to be non-responsive and refuse to consider it.

***** GREEN PROCUREMENT AND SERVICES *****

The Bidder is encouraged to provide all documents printed double-sided on Ecologo certified recycled paper or paper with equivalent post-consumer recycled content, to the full extent to which it is procurable. A certification to that effect should be provided with the bid documents. The successful proponent will indicate whether documents prepared under this contract will be printed double-sided and on certified recycled paper or equivalent.

PROPOSAL EXECUTION
(FILL IN AND RETURN AS PART OF YOUR SUBMISSION)

Proponent certifies that this tender was prepared without consultation with other bidding proponents or potential bidding proponents, unless a joint tender is being submitted, in which case all parties are to be identified in this execution.

Date:

Name of Proponent:

Proponent's Mailing Address:

Proponent's Business Address:

Proponents Phone Number:

Proponents E-mail:

(Proponent - Please Print Name)

(Signature of Proponent)

In the presence of:

(Witness - Please Print Name)

(Signature of Witness)

TERMS OF REFERENCE

PROJECT IDENTIFICATION

Title: Tourism Strategy (the “Strategy”)
Location: Yellowknife, NWT
Program Department: Department of Communications and Economic Development
(the “Department”)

1 PROJECT PERSONNEL

This project will be led by the Department of Communications and Economic Development. The project team, who will review progress and project components, shall include:

- a. Nalini Naidoo, Director Communications & Economic Development – Project Lead;
- b. Richard McIntosh, Communications & Economic Development Officer; and
- c. Jeffrey Humble, Director Planning & Development.

2 INTRODUCTION & PURPOSE

The City of Yellowknife is seeking proposals from firms interested in providing a five year Strategy. During the 2014 budget deliberations the Strategy was identified as a Capital Project. For the 2014 fiscal year this capital project will fill the required need of developing a Tourism Strategy for the City of Yellowknife.

As part of the City’s commitment to defining role, responsibilities, actions and performance measures, City Council has indicated a desire to develop a plan to better understand the City’s role in tourism. A Strategy (which complements the City of Yellowknife Economic Development Strategy) will specifically look at how to expand the City’s tourism potential and how to work with our tourism partners.

The successful proponent must provide a multi-faceted 5 year Strategy that is reflective of the current operational budget of the City of Yellowknife. The 2014 Department budget will be available at http://www.yellowknife.ca/City_Hall/Forms_and_Publications/Budget_Documents.html.

The estimated budget for this project is \$50,000.00 to be completed prior to April 1, 2014.

The Department has undertaken many tourism-based activities in 2013 along with our partners, mainly the Northern Frontier Visitors Association, NWT Tourism, and the GNWT Department of Industry, Tourism and Investment. The City is interested in setting priorities, goals and specific actions relating to tourism within the context of these partnerships. The successful proponent must show an understanding of how all levels of the industry work and be able to identify specific action for a municipal government within this structure.

The recommendations delivered as a result of this Strategy must identify implementation costs and timelines in order to ensure accurate budget information for 2015 and beyond.

TERMS OF REFERENCE

3 SCOPE OF WORK

The following components must be included in the proposal:

Background

- a. Review at least three municipalities and discuss relevant best practices that are applicable to Yellowknife.
- b. The successful proponent should also be aware of the Aboriginal Tourism Strategy and how this strategy could fit into a Yellowknife Strategy.
- c. The context of the Tourism Strategy must fit into the current work being undertaken by NWT Tourism, The Department of Industry, Trade and Investment, and the Northern Frontier Visitors Association. There are also specific Canadian markets that have been identified through research undertaken by the tourism industry that potentially could bring more visitors to the NWT and Yellowknife. These markets, and how they could impact the City's promotion, shall be reviewed.
- d. Moving into a more local level context, this aspect of the review component will require a review of Council's Goals and Objectives (specific actions identified by Council in context of the Strategy) and other major initiatives being undertaken by the City such as downtown revitalization.
- e. Review the City's Economic Development Strategy action items, specifically to understand how the Economic Development Strategy is incorporated into the Tourism Strategy.
- f. Review of all current local, national and international marketing initiatives that the City leads and participates in, for the purpose of tourism.

Drivers

- a. Identify what the local and regional drivers of tourism are in the next 1-5 years, specifically by reviewing plans with NWT Tourism, Northern Frontier Visitor's Association (NFVA) and the GNWT Department of ITI (Regional and Headquarters);
- b. Identify the current and projected tourism trends within NWT as identified by the parties above; indicate in terms of visitations and spending per visitation and how these statistics reflect tourism in Yellowknife.

Partners

- a. Review and understand the relationship amongst the City of Yellowknife, NFVA, and ITI in how it relates to tourism; and
- b. Review of all tourism partnerships that the City currently participates in and should continue to partner with.

Promotion, Incentives, Marketing & Resources

- a. Based on research, identify the tourism sector(s) that the City should focus its efforts on (i.e. outdoor adventure, sport, aurora viewing, business, friends and relatives).
- b. Identify opportunities for the City (and partners) to participate in to support key sector promotion and development, including possible incentives.

TERMS OF REFERENCE

- c. Identify projects and strategies for implementation. These projects will be used as performance measures to review Strategy success on an annual basis. Each project and strategy shall identify implementation schedule (short, medium or long term), and the level of resources required.
- d. Create a directory of the City’s assets that relate to tourism, including physical, geographical, service, organizational and transportation assets.
- e. Identify gaps in terms of service or programs not currently being offered by other entities.

Consultation

Building on the consultation results of the Economic Development Strategy, the proposal shall identify a complementary engagement process using the IAP2 Spectrum of Public Participation Model (iap2canada.ca), based on the following level of participation:

Group	Level of Participation
City of Yellowknife <ul style="list-style-type: none"> • Mayor & Council • Selected City Staff 	Collaborate – partners in each aspect of decision-making. Provides advice and innovation in forming solutions. Advice is incorporated into decision to the maximum extent possible. Consensus building and participatory decision-making.
Tourism Partners/Industry Stakeholders	Consult – obtain feedback on analysis, alternatives and/or decisions. Commitment to keep stakeholders informed, listen to and acknowledge concerns and aspirations. Provide feedback on how input influenced decisions. Focus groups, surveys, meetings.
General Public, & Community Stakeholders	Inform – provide information to understand issues, alternatives, opportunities and/or solutions. Keep the public informed through fact sheets, web sites, open houses, etc.
Tourists	Feedback – Where possible engage with tourists on their visit to Yellowknife and where improvements could be made. This engagement would be a snapshot of the experience and not a statistically relevant assessment.

Tourism & Industry Stakeholders

Industry Stakeholders include, but are not limited to:

- Canadian Northern Economic Development Agency
- GNWT Department of Industry, Tourism and Investment (HQ and Regional);
- Northern Frontier Visitors Association and their membership;
- Local tourist and outfitter providers;
- Past and Present Presidents and Executive Directors of the Yellowknife and NWT Chamber of Commerce;
- Hotel Association;
- NWT Tourism and the NWT Tourism Board/Members; and
- Others as identified by City of Yellowknife.

Community Stakeholders

TERMS OF REFERENCE

Community Stakeholders are defined as the general public, as well as key groups in the community which will be identified by the City of Yellowknife through the review component and the initial collaboration stage.

For proposal purposes, the successful proponent is responsible for all invitations, confirmations, set up, facilitation, supplies, booking, advertising, transcribing and clean-up of consultation sessions, unless otherwise agreed upon by the Project Lead. Where advertising is requested on the City of Yellowknife website and social media sites, this advertising will be provided by the Project Lead.

4 DELIVERABLES

The successful proponent shall provide the following deliverables:

1. Draft

- a. Background Report on consultation and detailed component results (electronic);
- b. Draft Strategy (electronic) which includes specific actions by year of implementation;
- c. Power point presentation suitable for Council.

2. Final

- a. Background Report (pdf bookmarked and ms word);
- b. Final Strategy (pdf bookmarked, and ms word) which includes specific actions by year of implementation;
- c. Final Power point presentation to Municipal Services Committee; and
- d. The Final Strategy shall be presented in a manner that City Administration and Council can use the Strategy as a marketing tool.

5 QUALITY OF DELIVERABLES

All deliverables for this project shall use the City of Yellowknife approved crest, font, colors and format. The deliverables must be created in a style and format that allows the City to use for promotion, dissemination and reproduction of all or parts of the Strategy.

TIMEFRAME

The City of Yellowknife requires final completion by April 1, 2014. The proposed schedule must accommodate this final date.

These Standard Terms form part of a Contract between the Contractor and the City for the Service. This schedule is subject to any modifications or additions that are referred to in the Contract Terms sheet. All terms not defined herein shall have the meaning given to them in the Contract Terms sheet.

STANDARD CONTRACT TERMS

In consideration of covenants and agreements hereinafter reserved and contained, the parties agree as follows:

ARTICLE 1 - TECHNICAL

1.1 SCOPE OF SERVICE

Except as expressly stated herein, the Contractor shall perform the Service including the supply of labor and materials as necessary in accordance with specifications in the Contract Terms Sheet or set out in Appendices attached to and forming part of this Contract. Without limiting the generality of the foregoing, the Contractor shall, at its own risk and expense:

- (a) organize and perform the Service in accordance with this Contract, including the appendices attached hereto;
- (b) complete all reports required by the City;
- (c) obtain all licenses and permits required for the provision of the Service;
- (d) deliver the Service in accordance with this Contract, including the appendices attached hereto; and
- (e) convey to the City ownership to all materials, products, or other personal property produced for the City as part of the Service, free and clear of all liens and charges.

1.2 PERIOD OF CONTRACT

- (a) The term of this Contract shall begin on the Commencement Date identified in the Contract Terms Sheet and shall expire on the Termination Date identified in the Contract Terms Sheet.
- (b) If a Commencement Date is not specified in the Contract Terms Sheet, the term of the Contract shall begin immediately upon signing.
- (c) If a Termination Date is not specified in the Contract Terms Sheet, this contract will terminate upon completion of the Service or upon written notice by either party to the other.

- (d) If the Contractor determines they will not be able to complete the Service within the time schedule, they will promptly notify the City's Representative in writing.

1.3 THE CITY'S REPRESENTATIVE

The City's representative will be the person identified in the Contract Terms Sheet. If no person is identified, the City's Representative shall be the Senior Administrative Officer.

1.4 CONTRACTOR'S REPRESENTATIVE

The Contractor's Representative shall be the person identified in the Contract Terms Sheet. If no person is identified, the Contractor's Representative shall be the person who signed the Contract Terms Sheet on behalf of the Contractor.

ARTICLE 2 - TERMS OF PAYMENT

2.1 SPECIFIC PAYMENT TERMS

- (a) The City shall pay the Contractor for the Service according to the Payment Terms included in the Contract Terms Sheet.
- (b) If the Contract Terms Sheet does not include specific Payment Terms or if the Payment Terms do not address terms of payment for a particular cost, item, or service, the City shall pay the Contractor for such item, cost or service in accordance with the written proposal or quote of the Contractor accepted by the City.
- (c) If neither the Contract Terms Sheet nor the Contractor's proposal or quote deals with payment terms for any particular cost, item or service included in this agreement, the City shall pay fair market value for such cost, item or service.

2.2 GENERAL PAYMENT TERMS

- (a) Unless otherwise indicated in the Payment Terms on the Contract Term Sheet:
 - (i) Prices are in Canadian currency;
 - (ii) Prices shall be inclusive of all applicable excise taxes and duties;
 - (iii) Prices shall be exclusive of Goods and Services Tax, which shall be shown on a separate line at the time of invoicing; and
 - (iv) Prices for goods supplied by the Contractor shall be F.O.B Yellowknife, freight prepaid.

- (b) The Contractor must indicate the applicable release number on their invoice, or payment of said invoice may be delayed or refused.
- (c) If any portion of the fees payable to the Contractor are based on hours worked or other unit costs, the City shall have the right to request time sheets or such other records as may be necessary to confirm the number of hours worked, or other unit costs claimed by the Contractor.

2.3 WITHHOLDING PAYMENTS

- (a) The City may:
 - (i) withhold from any payment due hereunder the reasonable value of any claim against it which the Contractor has failed to settle pursuant to its indemnity contained herein; or
 - (ii) withhold from any payment due hereunder sufficient funds to discharge any delinquent accounts of the Contractor for which liens on the City's property have been, or can be, filed and the City may at any time pay therefrom, for the Contractor's account, such amounts as are due thereon, including any sums due under any Federal, Provincial or Territorial law. Such payment shall reduce the City's liability to the Contractor by the amount paid to the third party.

2.4 ADJUSTMENTS FOR DEFICIENCIES

If the City deems it is not cost-effective to correct any improper or incomplete Service, the City may deduct an equitable amount from the amount the Contractor invoiced the City for such incomplete or improper work.

2.5 PRICE INCREASES

- (a) The prices in this Contract are firm for the Contract Term and shall be subject to adjustment only for changes, as authorized in writing in advance by the City or as expressly provided in the Payment Terms of the Contract Term Sheet or in any schedule containing price escalation or adjustment clauses.
- (b) The City shall not entertain or accept escalations or means which would increase the Contract price.

ARTICLE 3 - GENERAL TERMS AND CONDITIONS

3.1 SITE INVESTIGATION

- (a) The Contractor has observed the operations of the City and is aware of the general conditions.
- (b) The Contractor shall not unnecessarily encumber or interfere with City operations in performing the Service.
- (c) If all or part of the Service is to be performed on City property, the Contractor shall at all times keep the service area free from accumulations of waste material or rubbish caused by Contractor's employees or Services.

3.2 INDEPENDENT CONTRACTOR

- (a) The Contractor is an independent contractor, and all persons employed by the Contractor in connection herewith shall be employees of the Contractor, and not employees of the City in any respect.
- (b) The Contractor is not and shall not hold itself or be held out to be an agent of the City.

3.3 CONTROL OF THE SERVICE

- (a) The Contractor is responsible for all service means, methods, techniques, sequences and procedures and for coordinating all parts of the Service.
- (b) The Contractor shall effectively direct and supervise the Service to ensure compliance with this Contract.
- (c) The Contractor warrants that all means, methods, techniques, sequences and procedures shall be the best available in the industry, and shall be subject to review by the City's representative.
- (d) The Contractor further agrees that all Services shall be performed by fully trained and qualified personnel.
- (e) Any person employed by the Contractor who is deemed by the City's Representative to be incompetent or unsuitable for any other reason, acting reasonably, shall be removed from the job, at the request of the City.

3.4 INSPECTION

The City and/or its representatives shall at all times have access to the area at which the Contractor is performing its obligations under this Contract. Any inspections made by the City do not constitute a waiver of any obligation of the Contractor.

3.5 INDEMNIFICATION

The Contractor agrees to indemnify and hold harmless the City, its Council, officers, employees and agents, against and from any and all loss, claims, actions or suits, including costs and attorney's fees, for or on account of injury, bodily or otherwise, to or death of persons, damage to or destruction of property belonging to the City, or others, resulting from, arising out of, or in any way connected with the Contractor's operations hereunder, excepting only such injury or harm as may be caused solely by the fault of negligence of the City, its Council, officers, employees or agents.

3.6 CONTRACT PERFORMANCE

Payments to the Contractor shall not be a waiver of any breach of this Contract by the Contractor or relieve the Contractor from the performance of any obligations under this Contract.

3.7 CODES, STANDARDS, REGULATIONS AND LAWS

- (a) The Service shall comply with all applicable codes, standards and/or regulations of governing authorities. The Contractor shall acquire and keep in force all required permits and certificates of approvals.
- (b) The Contractor shall observe and comply with all applicable federal, territorial and municipal statutes and regulations.
- (c) The City will not be responsible for the Contractor's failure to comply with applicable codes, standards, regulations and/or laws in performing the Service.

3.8 CONFIDENTIALITY

- (a) The Contractor acknowledges that, in performing the Services, they may be exposed to certain confidential information. The Contractor agrees that, except as expressly permitted by the City, the Contractor will not at any time during or after the term of this Contract make use of any Confidential Information or disclose any Confidential Information to any person, or permit any person to examine and/or make copies of any reports or any documents prepared by them or that come into their possession or under their control by reason of work performed under this Contract.

- (b) Upon termination of this Contract, the Contractor will turn over to the City all documents, papers and other matters in their possession or under their control that relate to such Confidential Information.

3.9 PATENTS, TRADEMARKS AND OTHER PROPRIETARY RIGHTS

The Contractor, in accepting this Contract, agrees to defend at its own expense but in consultation with the City, any suit or proceeding arising from claims for infringement of patent or other proprietary rights, in connection with the City's use of the whole or any part of the Service covered by this Contract. The Contractor also agrees to pay all damages or awards assessed through such actions and, in case the City is not permitted to continue use of such Services, to refund full purchase price to the City. The City may at its option and at its expense modify the Services to eliminate the cause for the infringement claim. The Contractor will disclose to the City and will transfer to the City all rights, processes, techniques, and trade secrets which have been developed by the Contractor and the City jointly, and which relate to confidential information disclosed by the City or discovered as a result of performance of this Contract.

3.10 INSPECTION OF SERVICE

- (a) The Service may be subject to inspection or review by the City's Representative or designate at any time.
- (b) The City's Representative may exercise such control of the Service as is required to confirm compliance with this Contract and to safeguard the interests of the City.
- (c) The City's Representative will have authority to reject unsatisfactory Service or materials.
- (d) Any inspections made by the City do not constitute a waiver of any obligation of the Contractor.

3.11 APPLICABLE LAW

This Contract shall be governed by the laws of the Northwest Territories.

3.12 INSURANCE

- (a) The Contractor will, during the period of this service, carry in an insurance company or companies licensed to do business in the Northwest Territories, appropriate liability and other insurance protection as is necessary for the Service involved and which is customary for the trade. Such insurance shall be maintained to underwrite and assume any liability arising from Section 3.05 Indemnification. The limits of liability for each requirement shall not be less than \$2,000,000.00 single limit.

- (b) The Contractor shall provide a Certificate of Insurance within 2 business days of any request by the City's Representative.

3.13 WORKERS' COMPENSATION

Before commencing Services, the Contractor shall comply with all applicable Workers' Compensation and Employers' Liability Acts in the Northwest Territories and, upon request, shall furnish proof thereof satisfactory to the City.

3.14 TIME AND DELAYS

- (a) The Completion Date shall be the date specified in the Contract Terms Sheet. If no Completion Date is specified in the Contract Terms Sheet, the Completion Date shall be the date specified in the quote or proposal submitted to the City by the Contractor for the provision of the Service. If there is no date specified in the Contract Terms Sheet or the Contractor's proposal or quote, the Completion Date shall be any deadline for completion of the Service in any request for quotes or Request for Proposals for the Service made by the City. Finally, if none of the foregoing applies, then the Completion Date shall be a date in which the Service could be completed by a reasonably skilled person working diligently.
- (b) The Service must be completed by the Completion Date. If the Contractor fails to complete the Service by the Completion Date or to perform with due diligence, the City may, at its option :
 - (i) issue a written demand requiring the Contractor to comply with the terms of this agreement; or
 - (ii) cancel this Contract without liability to the Contractor.

Exercise of either option shall be without prejudice to the City's rights to claim from the Contractor any loss or damage suffered.

- (c) The Contractor will be liable to the City for all costs and expenses incurred by the City, which are a direct result of any delay in completion of the Service, as well as for any losses resulting from the City's inability to utilize the Service for its intended purpose during the period of delay, and the City may deduct such costs from payment owing to the Contractor under the Contract.

3.15 FORCE MAJEURE

- (a) If the Contractor or the City is prevented from or delayed in its performance under this Contract as an unavoidable result of fire, delays in transportation, an act of God or of the Queen's Enemies, an order of a governmental official body, a labor dispute, or other cause beyond its

reasonable control, the time for performance of that party shall be extended by the length of time it is so prevented or delayed.

- (b) If any event of *force majeure* involving the Contractor or its subcontractors disrupts, or threatens to disrupt, the City's operations, the City may serve written notice on the Contractor canceling this Contract without liability to the Contractor.
- (c) If a delay occurs in the completion of the Service and the delay is attributable to or within the control of the Contractor or was reasonably foreseeable by the Contractor at the time the Contract was entered into, the Completion Date shall not be adjusted.
- (d) Adverse weather shall not be considered to be a cause of delay beyond the Contractor's control or not reasonably foreseeable by the Contractor at the time the Contract was entered into.

3.16 NO ASSIGNMENT, DELEGATION OR SUB-CONTRACT

The Contractor shall not assign this Contract, nor delegate or sub-contract any of the Services to be performed by it hereunder without the express written consent of the City, and any such attempted assignment, delegation or sub-contract shall entitle the City to terminate. If assignment, delegation or sub-contract is done with such consent it shall not relieve the Contractor from its responsibility for the performance of any of its obligations hereunder. For greater certainty, nothing in this clause prohibits the Contractor from delegating the performance of any portion of the Service to the employees of the Contractor.

3.17 NON WAIVER

The City may at any time insist upon strict compliance with the terms and conditions of this Contract, notwithstanding any previous custom, practice or course of dealing to the contrary. Conversely, the failure of the City to insist upon or enforce strict compliance with any of the terms and conditions of this Contract or to exercise any rights herein shall not be construed as a waiver or relinquishment to any extent of its right to assert or rely upon such terms or rights on any future occasion.

3.18 QUALITY

Any clause in this Contract prescribing the quality of the Service is to be a condition of this Contract so that a failure of quality shall entitle the City to reject the Service as delivered.

3.19 WARRANTY

The Contractor will warrant the Service for a period of one year from date of completion, and during this time will rectify any errors or omissions immediately upon receiving written notice from the City.

3.20 UNAUTHORIZED USE OF NAME

The Contractor shall not, without prior written approval of the City make any statement or publish or release to any other person any photograph, advertisement, testimonial, letter or commendation or approval, or any other document or written matter which might imply the City's approval of the products, actions, or performance of the Contractor.

3.21 SUSPENSION OF SERVICE

The City may, at any time, suspend any part of the Service, including all remaining Service , for any reason whatsoever by giving notice to the Contractor specifying the part of the Service to be suspended and the effective date of suspension. The Contractor shall continue to prosecute any unsuspended part of the Service. Suspension, as aforesaid, shall not limit or waive the Contractor's responsibility pursuant to Article 1. The City shall not be held liable for any damages or loss of anticipated profits on account of suspension of any part of the Services.

3.22 TERMINATION FOR CONVENIENCE

Either party may terminate this Contract at any time by giving 30 days notice to the other party. Such termination shall not affect the rights of the parties which have accrued prior to the date of termination and shall not relieve any party from obligations arising during the term thereof. In the event of termination, the Contractor and the City shall each be released and discharged from any claims by one against the other in connection with the termination of this Contract or the services herein described. The City shall not be held liable for damages or loss of anticipated profits on account of such termination.

3.23 TERMINATION FOR CAUSE

If:

- (a) the Contractor fails to comply with any of the terms or conditions of this Contract;
- (b) a proceeding in bankruptcy, receivership or insolvency is instituted by or against the Contractor or the Contractor's property; or
- (c) the Contractor makes an assignment for the benefit of creditors;

the City may terminate the Contract without notice or penalty.

3.24 BINDING EFFECT

The Contract shall operate for the benefit of and be binding upon the respective executors, administrators, successors and assigns of the City and the Contractor.

3.25 INTERPRETATION

- (a) Headings, titles and marginal notes which appear in the Contract Documents are inserted for convenience only and shall not be used to explain or clarify the clauses or paragraphs below or opposite which they appear.
- (b) Any changes to these Terms and Conditions must be in writing and acknowledged by both parties.
- (c) The words “Contractor” and “he” or derivative thereof shall include the plural, feminine, or neuter where the context so requires.
- (d) The word “Service” or derivative thereof shall include the singular and plural, where the context so requires.

3.26 COMPLETE AGREEMENT

- (a) This Contract and its attachments constitute the complete Contract between the parties. Except as provided herein, it supersedes and shall effect in substitution for all previous agreements. It is subject to change only by an instrument executed in writing by the City.
- (b) If this contract arises from a Request for Proposals or tender call, the provisions of the Request for Proposals or tender call and the Contractor’s bid or proposal submission may be used to clarify, explain or supplement this contract, but shall not be used to contradict any express terms of this contract.
- (c) In the event of a conflict between this Contract and the Contractor’s bid or proposal submission or the City’s original tender bid instructions or Request for Proposals, this Contract shall apply.

3.27 NOTICES

- (a) Where notice is required or permitted to be served by one party on the other, the notice shall given in writing and may be delivered personally, delivered or sent by mail or facsimile transmission at the addresses specified on the Contract Term Sheet.

- (b) Either party may change its address for service by sending a written notice to the other party.
- (c) A party shall use the most expeditious method of giving the written notice or communication.

A written notice or communication sent by mail shall be deemed to have been received ten days from the date of posting. Whenever a notice or communication is sent by facsimile transmission or electronic mail, acknowledgment from the receiving party must be given to the other party that the notice or communication has in fact been received, for it to be effective. If no such acknowledgment is given, it shall be deemed to have been received ten days from the date of posting of the original document.

B. Community Input – Survey and Interviews
Tourism Strengths, Weaknesses, Opportunities and Role of the City of Yellowknife

Community Input - Tourism Strengths, Weaknesses and Opportunities

This appendix summarizes the full range of input provided by interview and survey participants in response to questions related to:

- General tourism strengths, weaknesses and opportunities in Yellowknife;
- City of Yellowknife tourism strengths, weaknesses and opportunities;
- The role of the City of Yellowknife in tourism; and,
- The word/phrase respondents would use to describe Yellowknife to potential visitors.

Strengths

Below are the responses that were provided by interview and survey participants in response to the questions:

- What would you identify as Yellowknife's top three tourism strengths or assets?
- What does the City of Yellowknife do well in terms of supporting tourism?

The strengths identified by respondents are categorized using the following headings. Responses mentioned by more than one respondent are listed in the order of frequency mentioned and the number of people who made the response is shown in brackets adjacent to each comment.

- City of Yellowknife
- Attractions
- Events
- Marketing and promotions
- Infrastructure
- Transportation
- Other

City of Yellowknife

- Partnership with NFVA. Funding of the NFVA. Support of NFVA. (7)
- Provides funding to events that give visitors a reason to stay longer. Support of the farmers' market and festivals. (6)
- Downtown revitalization work has been positive. Streetscaping has been improving. (5)
- Promotional videos. (5)
- Great website with a visitors section. Fantastic visitor website. (4)
- Good promotional materials. City provides good information. Tells Yellowknife story to visitors in a positive way. Promotional initiatives related to positioning Yellowknife as a place to live and work, and fostering resident pride in the community. (4)
- Strong partners with NWTT (e.g., sit on the board). (3)
- Social media activities including Tweeting activities of the Mayor and Facebook page. The Mayor is active and engaged in the industry. (3)

- The City does a good job partnering to promote Yellowknife and leverage advertising potential. Globe and Mail partnership ads. (2)
- Nice job done to improve the waterfront. (2)
- Creation of the Heritage Walking Tour (by City committee). (2)
- City parks. City clean-up of Somba K'e Park. (2)
- Efforts to leverage funds with other agencies.
- Open door policy for film industry.
- Discover Yellowknife brochure (Visitor Guide).
- Relationship of City representatives with other like-minded communities (e.g., Edmonton).
- Doing a good job with infrastructure, Old Town and summer concerts.
- Did good job of renovating and now operating the Wildcat Café.
- Supports various organizations in the community (e.g., arts, athletics) and this allows these organizations to fill their role.
- Development of walking trail around the capital site.
- Sometimes provides items for conference delegate bags.
- Created department of tourism to reflect priority of the industry.
- Provision of (free) water and sewage pumping services for RVs.
- Provision of (free) bike rentals.
- City is very responsive to visitor concerns.
- Tourism Strategy.
- Customer service training.
- Keeping city clean; post winter garbage clean-up; summer flower pots.
- Recognizes the value of tourism.

Attractions

- Aurora viewing. Northern lights. Best place in the world to see the aurora. Aurora is a bucket-list destination. Northern lights and their cultural meaning. Reliable aurora. (83)
- Summer heat/long days. 24-hour sunlight/daylight. Beautiful summers. Midnight sun. Summer solstice. Awesome summers. (57)
- Proximity to pristine natural environment (city on the edge of the wilderness). Natural attractions. Nature is outside your door. Stunning/beautiful landscape. Natural landscape. Natural beauty of the city. Scenery. Fantastic outdoor views. Beautiful boreal shield landscape. Wilderness. Natural splendor all around. Spectacular scenery. Access to natural environment. Beautiful rocks. Nature and lakes being so close. Unique landscape. Great outdoors (44)
- Outdoors (supports specialized activities year-round). Outdoor activities. Summer outdoor activities/winter outdoor activities. Fun outdoor activities. Unique experiences (e.g., snow castle, dog sledding). Great outdoor activities. On-land experiences (e.g., dog-sledding). Outdoor winter activities. Great outdoor adventure. Great snowmobiling in March. Opportunities for activities unique to the north (e.g., ice road, ice fishing, dog sledding). Nature adventures. (33)
- Fishing. Great fishing (huge fish). Trophy fishing/fly fishing/fishing lodges. Epic fishing. (32)

- Clean lakes and rivers. Deepest lake and longest river (in North America?). Lake access within the community. Great Slave Lake. Great Slave Lake in summer. The lakes. (26)
- Old Town. Ragged Ass Road and Old Town history. Historic sites/Old Town. Old Town and waterfront. Old Town and eclectic characters. (12)
- Camping. Excellent camping. (12)
- Culture. Diversified culture. Wonderful mix of unique culture/history and people. Cultural blend. Diverse population. Multi-cultural frontier capital. (11)
- Boating. Lake-based activities. Canoeing/kayaking. Great waterways for paddling/boating/fishing. (10)
- Sled dogs/dog sledding. (7)
- Opportunity to experience Aboriginal culture. N'Dilo and Dettah. Unique Aboriginal culture. First Nations. Dene culture. (6)
- Unique. Unique experience. Unique northern character. A city unlike any other. (6)
- Arts community. Arts and Culture comparable to a big city. Vibrant arts community. Locally made arts and crafts. (4)
- Cold, clear, amazing night skies. The lights (lots or little). The light. The light is pristine. (4)
- Hiking (4)
- Northern experience/getaway. Doorway to the North. (4).
- Weather. Sunshine. Amazing and spectacular sunny weather. (4)
- Wildlife (4)
- Winter snow. Winter is Yellowknife's season. Winter lack of sun. Winter. (4)
- Parks and trails. Trails. Bike trails. Frame Lake Trail. (4)
- Prince of Wales Northern Heritage Centre. Museum. (4)
- Great small town atmosphere. Great little city. Great community. (3)
- Unique retail opportunities. Shopping. Unique shops and restaurants such as Wildcat, Bullocks, Smokehouse Café, Glass Works. (3)
- Adventure (2)
- Frontier/gold rush/bush pilot history. (2)
- History. Interesting history. (2)
- Legislative Assembly Building and Capital Walking Tour. (2)
- Lots of open spaces. Wide open spaces. (2)
- Mining history. Giant mine and mining legacy. (2)
- Pilot's Monument (2)
- Weather (warm or cold). Long hours of daylight in summer and darkness in winter and light on the snow in March. (2)
- A new holiday experience – not the same old Canadian city tour.
- Area lodges
- Aurora Village
- Buffalo
- Capitol of the NWT and home to majority of residents and businesses.
- City is pretty and has charisma

- Clean air and water
- Cross country skiing
- Dettah via the ice road
- East arm of Great Slave Lake
- Eco-tourist paradise.
- Flowers
- Frozen lakes.
- Geological history of the NWT.
- Golf course
- Good tours and attractions.
- Great acceptance of differences – people can be who they are.
- Houseboats
- Lots to see
- Modern city in the heart of a vast wilderness
- Northern jewel in the middle of nowhere
- Small town night life
- Walkable downtown/Old Town

Events

- Number of tournaments held in the community. Community events (e.g., Farmers' Market, Aboriginal Day, Canada Day). Summer and winter events that happen in the City. Snow King/Long John Jamboree/Folk on the Rocks. Variety of outdoor music/craft events. Events. (9)
- Folk on the Rocks (8)
- Snow Castle/Snow King (6)
- Long John Jamboree (5)
- Midnight Sun Golf Tournament (2)
- Arts and culture events
- Caribou Carnival
- Inspired Ice Carving Competition

Marketing and Promotions

- Northern-focused reality shows (e.g., Ice Pilot). Community is doing a good job capitalizing on the public relations opportunities associated with reality TV shows. Shows such as Arctic Air and Ice Pilot raise international awareness of the north. (3)
- NVFA serves as a hands-on booking agency and staff are trained to find the information that visitors require. NVFA does a good job. (2)
- Info Centre is a great facility. (2)
- Deh Cho Travel Connection contest attracted attention to the north.
- YK Buzz calendar of events

- Local flyer and map are useful for guests (although contain inaccuracies)

Infrastructure

- Good traveller infrastructure (e.g., hotels). Lots of accommodation and restaurants. (6)
- The pool provides a good resource for campers (showers).

Transportation

- Good airline connections. Aviation heaven (more flights than Edmonton Int'l A/P). (4)
- Ice roads (3)
- Easy to get to. (2)
- Airline capacity has been increasing over the last few years.
- Buffalo Airways and bush pilot history.
- Worth the price of a flight.

Other

- Community has a welcoming attitude. Friendly atmosphere. Great people. The people. Small town friendliness. Friendly professional population. Friendly people from all over Canada. Real people. Kind and tight knit community. Friendly city. (29)
- Food (fish). Great eating. Delicious local cuisine. Chef Pierre's cooking. Thorntons and Twist Burger Bar. Great places to go for a beer in the evening. (7)
- Great job opportunities (2)
- Clean
- Bars and liquor stores closed on Sundays
- Existing business tourism market.
- Location at the end of a major highway draws people doing RV road trips.
- Location as the hub of the north/NWT.
- Relaxed lifestyle.
- Safe community.
- Very low population.

Weaknesses

Below are the responses that were provided by interview and survey participants in response to the following two questions:

- What would you identify as Yellowknife's top three tourism weaknesses?
- What improvements are needed in how the City delivers tourism services?

The weaknesses that were identified are categorized using the following headings:

- City of Yellowknife
- Attractions
- Events
- Marketing and promotions
- Partnerships
- Infrastructure and services
- Transportation
- Tourism planning/policy issues
- Other

City of Yellowknife (see additional points under other headings)

- The City doesn't recognize the value of tourism so there is a lack of commitment to and understanding of, the industry. The City views tourism marketing as a cost, not an investment. The City is apathetic about tourism. There is no sense of urgency about tourism with the City because the oil and gas industry are filling rooms. (10).
- The City hasn't done anything to diversify the economy since 1995 (when diamonds were discovered).
- There is no City recycling program (such a program would send a good message to visitors).
- The City doesn't address social issues and indicates that these issues are not their problem.
- The City is scattered – they are trying to do too much with too little.
- The City provides only minimal resources for tourism (e.g., funding to the NFVA).
- City staff are not at the front line of tourism for the City.
- Historically, the City has hidden their promotions activities and hasn't celebrated them.
- The promotional videos are only in English and don't speak to Yellowknife's key target markets (Japanese/Chinese)
- The City is not working effectively with operators and other tourism partners (e.g., NWTT/NFVA).
- People aren't aware that the City has a tourism department/function.
- The City has increased fees for community facility use (e.g., for pool rental for rescue training)

Attractions

- Limited/challenging access to lake for visitors. No real marina to provide lake access. Lack of access to and beautification of the waterfront. Waterfront area is under developed for tourists, especially banks adjacent to the causeway (no canoe rentals, boardwalks). Lack of access to water for activities (e.g., water sports) and no real beach or launch area. Need a proper marina and float plane base. Lack of suitable waterfront access with boat launch (e.g., municipal marina). Need easier access to lake for fishing. (16)
- Not enough activities for visitors. Not enough activities for visitors in winter. Need more tours. Not enough summer outdoor activities such as mini golf. Not enough winter activities. Lack of indoor activities. Need more indoor attractions (e.g., dedicated public arts space). Limited, inexpensive evening activities available. (13)
- Lack of even one street that is easy to walk through and has tourist attractions. No low-cost unique things for visitors to see/do within walking distance of downtown hotels. No tourist-focused shopping/walking area downtown. City architecture is ugly. Lack of a quaint downtown (with nice coffee shops/pubs). Need a more vibrant downtown. Downtown shopping/dining experience needs to be improved. (9)
- No place to rent skates for outdoor use. Need more bike/snowshoe/ski/kayak rentals. Need to improve canoe rental availability/exposure. Need canoe rentals in Old Town. Need a place to rent recreational equipment. Lack of easy access to boat and camping gear rentals. (7)
- Lack of inexpensive day trips to take visiting friends and relatives. Limited affordable activities. Lack of simple, inexpensive tour options (e.g., boat and shore-lunch). Need more local day-tours. (4)
- Aboriginal tourism seems neglected. Need more aboriginal cultural tourism. Need more cultural tourism. Difficult to find opportunities to meet Aboriginal people in an authentic way. The Aboriginal cultural experience is not as developed as it could be. (4)
- Not recognized as a world-class destination for the Aurora. Aurora product potential is not being realized. Lack of designated “dark sky” areas within town, with chairs and warming area, to view the northern lights. (3)
- Harbourfront needs revitalization. The ugly waterfront by the old building supply business needs to be improved. (2)
- Not enough non-tour based activities for visitors (i.e., experiences that are less costly than tours). Limited opportunities to take excursions on the lake. (2)
- Lack of infrastructure for outdoor activities (outdoor hockey rink, more groomed cross country ski trails, disc golf, etc.). Need more outdoor recreation facilities (more bike paths groomed for skiing in the winter). (2)
- Peaks/lows of the Aurora. Aurora sighting not guaranteed. (2)
- Museum is not very good. Museum exhibits are static/boring. (2)
- No mining history attractions downtown. Except for the Wildcat, little has been done to develop historical tourism. (2)
- Lack of development of Old Town (including cafés). City needs to be more flexible to encourage tourism development in Old Town. (2)
- Potential to over-develop Old Town (i.e., City planning initiatives).

- Old Town parks are poorly maintained.
- Limited diversity of outfitters.
- Potential to lose ice fishing as a tourist product as operator(s) appear to be moving away from this business.
- Limited opportunity to visit sled dogs.
- Need more support for artists/craftspeople to sell their products (e.g., put tiny, inexpensive workshops in downtown parking lots close to Franklin Ave.).
- Lack of a culinary tour focused on local food.
- Challenges accessing outdoor wilderness opportunities outside of Yellowknife.
- Some aboriginal' tourism experiences are being provided by non-aboriginal people.
- No jewellery store to buy the diamonds for which the City is supposedly famous.
- Need to improve tours and packages to include more local businesses (e.g., including local photographers as part of aurora tours) and focus on ecotourism rather than hunting and fishing.
- Lack of a 'real' golf course.
- Need a proper art gallery.
- Cold weather
- No tourism product (all opportunities are outside the city)

Events

- Not enough conference centre space. Lack of a full-service convention centre for larger events. (11)
- No one in place to facilitate event/conference planning and bidding, NWTT does a good job generating event leads but no one at the City runs with the leads. Lack of festival and event coordination. No convention bureau. Lack of a bilingual (Fr/Eng) convention bureau. (10)
- Need more live music and busking events during the summer. Need more music festivals (other than folk). Need more street festivals with beer gardens/live entertainment/local artists selling. Need more street and food festivals. (4)
- There is no website providing a complete list of events taking place in Yellowknife (there are several websites that list events but none of them are complete). (2)
- Need to increase promotion of Yellowknife as an event/conference destination.
- Need to promote shoulder seasons for tournaments (including junior/professional sports teams) and events.
- The City provides funding for festivals but requires organizers to rent City facilities (e.g., stages) and doesn't assist with set-up.
- The City has not gotten behind a strategy to promote festivals and events to draw visitors.
- There is too much bureaucracy associated with trying to show City-owned venues to organizers of potential events.
- The City should focus on key events (e.g., Snow King) rather than giving a few dollars here and there.
- Need better marketing of the Yellowknife Farmers' Market to tourists.
- Lack of nationally recognized events that would draw visitors from outside NWT to Yellowknife (e.g., like the Iditarod)

- Lack of event marketing to draw visitors, celebrities and television exposure to current events.

Marketing and Promotions

- Lack of information on inexpensive tourism activities. Don't currently provide information on equipment rentals, cross-country ski trails, hiking trails, outdoor skating area, bike rentals, bus schedules, etc. Lack of brochures/maps on hikes, nature spots, and Frame Lake swimming sites. Need accurate map of local hiking and canoe routes (e.g., map of Tibbet Lake Loop provided by the Visitor Centre is not very accurate). Lack of information on activities (e.g., hiking, kayaking, snowshoeing) outside City trail system. (7)
- Visitors can't easily find visitor information in one place. Lack of coordinated approach to packaging visitor information. Need improved guidebook of tourist activities. Yellowknife Visitors Guide needs work (although 2014 edition is much improved over earlier editions) (7)
- There is no marketing of Yellowknife (e.g., City is #1 in many areas such as the best aurora viewing, etc.). Not enough advertising of Yellowknife. Lack of strong representation of Yellowknife. Lack of a marketing strategy. The City doesn't promote itself well. (7)
- The City needs to separate its label/brand from that of the NWT. The City needs professional tourism branding (e.g., like Newfoundland and Labrador). Need to define what Yellowknife is known for and become the best at it (not diamonds as there are no tourism activities around this). (3)
- City is relatively unknown to travellers. Awareness of Yellowknife is low south of 60. (2)
- The NFVA/VIC is being asked to provide more services but without more budget. Visitor Centre needs additional financial support. (2)
- Lack of funding to adequately market tourism. Not enough funds to promote international tourism. (2)
- The City's website doesn't have enough of a tourism focus. Yellowknife's online presence needs to be improved. (2)
- Limited co-operative advertising opportunities for (small) operators. (2)
- Don't currently identify where visitors can rent winter clothing. (2)
- There is no Convention & Visitors Bureau – an info centre isn't enough – need a dedicated team tasked with promoting, selling and marketing the city.
- NWT is not well-known and is confused with Yukon.
- Huge misconceptions in potential markets regarding the cost to travel to Yellowknife and air and road access.
- Tourism marketing/promotions funding is currently spent in a non-targeted way.
- The City conducts marketing activity without consulting operators (e.g., Globe and Mail ads not best option for tourism ads)
- Need to make better use of local celebrities (e.g., Buffalo Air) at major tourism events outside NWT.
- Signage and polish of the NFVA Visitor Centre needs improvement. Elevator at NFVA seldom works.
- Need better promotion of free airport shuttle bus.
- Don't currently promote the City as a safe and friendly destination for solo travellers.
- NWTT budget not being effectively used.

- Lack of coordination on an NWT-wide strategy that includes Yellowknife.
- Limited specific vacation packages that cater to small and large budgets (and create a specific reason or activity for tourists to come to Yellowknife).
- Need better promotion of aurora tours within Canada.
- Lack of opportunities for local independent businesses to showcase/promote their wares.
- Need better promotion of downtown trails (e.g., Niven Lake).
- Need a guide to tell people where to go in the city to see the aurora.

Partnerships

- It has been a struggle to get Yellowknife businesses engaged in tourism and there is a lack of cohesion as operators don't talk to each other (2)
- There is limited packaging. Need to improve/develop complete packages that include airfare. (2)
- Lack of support for aboriginal small businesses. Limited funding and attention for aboriginal tourism companies. (2)
- There is no liaison between the City and NWTT.
- The relationship between the City and the NFVA could be improved.
- NWTT, NFVA and the City don't work well together.
- Lack of support for arts and cultural community. Lack of partnerships with other levels of government to champion environmental protection.

Infrastructure and services

- More work needs to be done to clean up the downtown and fix broken windows. City needs to be refreshed and beautified. Main street lacks charm and aesthetics need improvement (e.g., old red lampposts/antique style signs). Downtown is a wasteland. Litter on the ground. Need to clean up downtown and Frame Lake Trail. Downtown is an embarrassment we avoid when we have visitors. Decrepit downtown and exodus of small businesses. Downtown is to be avoided at all costs as it's dirty, few shops are open and it's shameful and embarrassing. Downtown needs revitalization. Need to pay more attention to the attractiveness of downtown (replace work garbage receptacles and butt bins, repair community notice kiosks, weed flower beds, etc.). Need to improve downtown aesthetics. Need to remove trash and dog poop from streets and parks. (24)
- Front-line customer service/hospitality tends to be poor. Tour operators aren't trained at selling or delivering a good experience (don't share local information with people on tours). Need to improve service standards. Lack of tourism training (NWTT has an active resolution to focus on training and have made \$100,000/year available for Tourism 2015 training, but there is limited uptake from operators). (16)
- Limited range of restaurants. Not enough restaurants serving local cuisine. Lack of restaurants with great views and good food. Lack of good restaurants that consistently provide good food and service. Need a better food scene. (15)
- Way-finding signage needs improvement. Need simple way-finding signage. Need signage to tourist facilities. Need more tourism signage at the airport. (14)

- Not enough campground/RV spaces in the summer. Lack of a full-service RV park. There are no winter camping facilities. Campground needs expansion (and tent pads need fixing). Campgrounds are over-run with long-term campsite renters who are often loud/rude. Need more camping facilities close to town. (13)
- Not enough reasonably priced accommodation options. Lack of hostels. (11)
- Lack of basic tourism services for Yellowknife's biggest international travel market (East Asian visitors – Japanese, Chinese). Need to work with the Chamber and businesses to encourage people to be more welcoming to Asian tourists. There is some community prejudice against Asian visitors and a lack of recognition of the important economic contribution of these visitors. Lack of basic signage in Japanese. Lack of signage in Asian languages. (8)
- No public bathrooms (5)
- Signage and access to trails (Niven and Frame Lake) are poor and the beach needs to be cleaned. Trail system needs to be respected. Lack of trail signage. Trails need to be better maintained. Need more trails (5)
- Not enough parking for visitors in Old Town. Not enough parking for tour buses. Parking is an issue. Not enough parking for RVs and trucks. Need a truck stop at the entrance to the City. (5)
- Location of the Visitor Info Centre is not well-known (even among front-line tourism staff). Visitor Centre is poorly located and full of random stuff (not enough Yellowknife focus) (4)
- Limited walking routes. Need to improve walkability between downtown and Old Town (add amenities and signage. Need to improve corridors and places where tourists walk such as lower Franklin to Old Town (signage, landscaping, better sidewalks) (4)
- Although there is some green space, it is not set up for visitors to enjoy (e.g., no benches, garbage/glass in parks). Lack of maintenance of green space (e.g., boulevards) and lack of enforcement of 'housekeeping' outside fence of Mildred Hall. Need more green space. Need more benches. (4)
- Not very tourism friendly (lack of signage, campsites often full, not very clean) (4)
- No cabin/yurt rental options. No cabin/vacation rentals. (3)
- Not enough full-service hotel rooms. Not enough hotel rooms to support larger conferences and events. (3)
- Restaurants/bars are not open on Sunday. (2)
- Shortage of employees (e.g., for hotels). Instability of the workforce. (2)
- Need to look at infrastructure investment from a 'tourism benefit' perspective.
- Informal campsites are hard to find (no camping/trail guide).
- Campground atmosphere negatively impacted by locals ignoring rules and use of ATVs.
- No lifeguards at Long Lake beach.
- Venues are inadequate for concerts due to sound problems, etc.
- Lack of city maps, guides and heritage centre audio tours in Japanese/Chinese/German.
- Lack of simple maps (visitors often get lost)
- Need access to the Visitor Centre directly off the highway.
- Parking passes for visitors have only been available through the visitors' centre, which isn't always open when visitors need a pass.

- Need a larger arena (5000 seats).
- No strategically located cafes to have coffee and enjoy a nice view.
- Need to make businesses responsible for cleaning up their area of downtown.
- Lack of pick up and drop off services for people wanting to participate in outdoor activities such as hiking, snowshoeing.
- Need to develop and share information on the history of the city with visitors (e.g., post information on walking routes).
- Need a walking route from the Explorer Hotel to the Visitor Centre.
- Tourism services are not open over Christmas.
- Need to provide visitors with a more community-oriented welcome.

Transportation

- Airfare costs to Yellowknife are high. Need more affordable charters for visitors. (7)
- Roads/highway needs fixing. Road between Behchoko and Yellowknife needs repair. (6)
- Need better airline connections. Limited number of direct flights. No direct access for international visitors (e.g., Whitehorse gets flights from Germany). (4)
- Public transit for visitors isn't very good. Need better transportation services for tourists. Lack of public transit from the airport. (3)
- Runway is not long enough. (2)
- High costs to travel to outlying communities.
- Westjet and Air Canada planes are too small (need more air capacity).
- High airport landing fees.
- It is challenging to access the rest of the NT from Yellowknife (e.g., limited roads).
- Lack of small dedicated tour buses.
- It's at the end of the road a long way from anywhere else.
- No space for small aircraft operators to park (City has a couple of lots that could be used for this purpose)

Tourism planning/policy issues

- Archaic liquor laws (e.g., can't open on a Sunday). Strict liquor laws. (4)
- Some land tied up in land claims (limits use for tourism purposes).
- Some outside MLAs don't want Yellowknife to develop municipal campgrounds.
- Long-time residents of Old Town oppose changes to this area.
- How to develop Old Town has long been a challenging issue (e.g., working dock; mines at either end of town; contamination)
- Big box stores have detracted from the downtown – which needs to be repatriated (stores and culture) in order to draw tourists.
- Amount of 'red-tape' involved in setting up a tourism business can be daunting.

- Restaurants not open on Sundays.

Other

- The community struggles with street people and vagrancy issues that create negative impressions for visitors. Drunks on the street. Street people create safety concerns for visitors. Public drunkenness needs to be dealt with. Lack of housing and programs for people on the street. (22)
- Hard to attract employees due to high rent costs. High cost of utilities is a challenge for some tourism operators. Prices are high (e.g., gas, restaurants, access). Perception that costs are high. (9)
- Fishing and hunting markets are declining.
- Lack of webcams (to capitalize on reality TV shows)
- The drive to Yellowknife is boring and lacks attractions and services (e.g., backcountry campsites, hikes, fishing holes)
- Some operators are not professional or reliable.
- Industry is seasonal (season is short for summer operators and costs are higher).

Opportunities

This section summarizes the responses that were provided by interview and survey participants in response to the following question:

- What would you identify as Yellowknife's top three tourism opportunities?

The opportunities identified are categorized using the following headings:

- City of Yellowknife
- Attractions, activities and facilities
- Events
- Marketing and promotions
- Partnerships
- Markets
- Infrastructure
- Services
- Transportation
- Research

City of Yellowknife (see additional points under other headings)

- Clean up the downtown. Clean up sidewalks and business front steps on Franklin Avenue. Clean up the waterfront area (e.g., near the capital city site) including pulling out the weeds. Clean up and beautify the city. Clean up area around Frame and Niven lakes. More clean-up work when the snow starts to melt. Make city as attractive as possible. (8)
- Lobby the GNWT for the right to implement a hotel tax for tourism marketing and development. (5)
- Provide social media workshops for business operators (to help small business enhance their online presence). The City should provide training to tourism operators on issues such as TripAdvisor management and other social media. (3)
- Deal with drunk people on the streets. Address the homeless situation. (3)
- Require that all new buildings be attractive ('artist' in planning department should have to approve look of all new construction). Create some style downtown (arts, architecture, etc.). (2)
- Take tourism issues into account when making planning decisions. Have a 'can do' attitude towards tourism. (2)
- Rezone land to facilitate additional hotel development.
- Lobby the GNWT to pursue better management of campgrounds.
- Lobby GNWT to encourage effective use of GNWT budgets.
- Set aside lakeside land (from GNWT or Federal Government) for hotel development and promote to hotel developers.
- Encourage the saving and use or re-use of old buildings.
- Continue working on the downtown.

- Make it easier for entrepreneurs to set up businesses.
- Provide better signage so visitors (and residents) can more easily find hidden gems.
- Improve the visitor experience by making the City more visitor-friendly (e.g., more landscaping similar to that along the Old Airport Road; benches by the water, etc.).
- Make better use of the (City-owned) Wildcat Café in the off-season (e.g., rent out as a venue; use as a mini museum).
- Ensure City staff show up for meetings associated with bringing events/conferences to the city.
- The City could enhance the walking tour program (e.g., currently nothing fun or historical on the tours – just old and new town tours).
- Representatives of the City should participate in GNWT trips to China in order to market the city.
- Employ City staff at the Visitor Information Centre.
- Take steps to help control prices for tourism operators and visitors (e.g., fuel, transport to the north, operating costs, taxes, insurance). For example, cover operators' insurance costs; work with airlines to reduce flight costs.
- Use the facilities of operators to hold City meetings (to help support them).
- Re-instate the staff person who used to patrol the streets to clean up litter.
- Work with social agencies to address the homelessness issue (e.g., creating a coffee centre so the homeless have a place to go during the day when they have to leave the shelter).
- Try and attract more businesses downtown.
- Don't duplicate (via this study) what other NWT organizations are doing.
- Offer an incentive to arctic air production to draw more filming to the city.
- Do more and better You-tube videos – small cost for big impact.
- Loosen up the liquor laws.
- Provide more support and incentives for small businesses and operators to create tourism products.

Attractions, Activities and Facilities

- Develop Aboriginal cultural tourism opportunities (e.g., provide hands-on opportunities to experience the Aboriginal lifestyle and crafts). Further development of experiential Aboriginal tourism opportunities. Dettah could be a more important tourism destination. More aboriginal tourism activities. Cultural activities such as Dene traditions and multi-cultural events like Aboriginal Day). Develop relationships with Aboriginal communities to encourage participation in tourism. (14)
- Art/music. Artists. Northern art. Arts & craft fairs. Leverage wealth of creative talent (e.g., art workshops. Arts and culture. City art gallery. Develop local art as a product and to increase the sale of northern products (highlight/showcase art). Enhance art presence including an art school. Invest in arts and culture. Offer more art lessons (making mittens or beading). Make better use of local artisans. Art. (14)
- Fishing and hunting. Fishing. Fishing tours on Great Slave Lake. (11)

- Leverage the aurora. Develop viewing observatories for the aurora. Provide more aurora tours. Use the northern lights to enhance the City's image (e.g., festivals, art work related to the lights). More activities around the aurora. Better aurora viewing tours and information. Aurora cruises. (10)
- Old Town. Protect character of Old Town and save historical buildings. Encourage funky character of Old Town. Clean up Old Town (decrepit log houses near Gallery of the Midnight Sun, etc.). Build better relationships with houseboats and Old Town to provide a better tourism product. Clean up Old Town and address parking issues. Develop Old Town. Leave Old Town natural/funky (limit planning initiatives). (9)
- Camping. Better and more camping. More RV sites and more sites reserved for tourists. Expand Long Lake RV Park. (7)
- Hiking. More hiking tours/day trips. Nature walks to learn about the land and local foliage. More walking/hiking trails by the water. (6)
- Develop a mining heritage centre/museum. Recognize mining history of Yellowknife and area. Mining history attraction. Showcase Yellowknife's history. (6)
- Reclaim the waterfront and develop a boardwalk and shops and place to launch boat trips. Improve access to and landscaping of the waterfront, especially in Old Town. Provide easy water access and canoe rentals at City Hall and Latham Island. Develop the waterfront at Old Town. (5)
- Canoe trips. Canoeing. Boating. (5)
- Develop more seasonal outdoor activities. More opportunities for people to enjoy the 'bush'. (5)
- Provide more activities using the ice roads and frozen lakes. Ice roads. (3)
- Connect the Niven and Frame Lake trails and link them to the Visitors Centre and the Explorer. Build more trails like Prospectors. More trail development to points of interest and better trail management. (3)
- Water taxi on Great Slave Lake. Boat tours on Great Slave Lake. Night cruise on the lake with live entertainment and dancing. (3)
- Build more (higher end) hotels. (2)
- Provide skate rental opportunities so visitors can skate on the lakes. (2)
- Develop a science centre in cooperation with southern universities. Create a geoscience centre including Mark Brown's Rock of Ages. (2)
- Canoe or paddle boat rentals on Frame Lake or Great Slave Lake. Paddle boat rentals on Niven Lake. (2)
- Create a wildlife conservatory like Whitehorse. Wildlife. (2)
- Use parks and campgrounds to expand summer market. Camping. (2)
- Ecotourism (2)
- Better use of Yellowknife for tours/hiking/boating/skiing (and provide detailed information on length, difficulty level, etc.)
- Provide more activities for visitors to do in the evenings and afternoons.
- Provide more independent tourism activities for people who don't want to, or can't afford, to participate in tours.
- Provide more indoor activities in the winter (e.g., Aboriginal tourism, indoor skating, pool).
- Continue to develop downtown as a tourism hub (e.g., infrastructure and packages).

- Build a multi-use facility downtown (i.e., hotel, conference centre, residential).
- Good fishing, hunting, dogsledding and snowmobiling opportunities.
- Develop a full-service marina that allows for multi-season use to leverage Yellowknife's location by one of the largest freshwater lakes in the world. Provide access to the lake via Old Town for day trips (e.g., with boat launching, moorage, nature)
- Develop glass workshops in Old Town.
- Develop local cuisine opportunities.
- Improve storefronts.
- Build a nice deck by Pilots Monument and contract a vendor to serve food and drinks in the summer.
- Combine golf course and ski club and create one grass course.
- The Robertson Head Frame has a lot of potential. Build the biggest outdoor climbing wall on the Robertson Headframe and hold an international climbing competition.
- Party boat barge.
- Develop a lively multi-cultural scene (music, costumed guides, authentic looking old buildings)
- Develop wilderness experience opportunities. Pristine wilderness. Wilderness (3)
- Develop an interpretive centre focused on fishing, hunting, backwoods camping and canoeing.
- Develop 'cabin-like' high-end winter getaways.
- Fishing tourism is hyped but geared to lodges and elite clients – need easier access to fishing.
- Provide large inflatables, or floating trampolines or ramps of the docks at the beaches/lakes/rivers.
- Yellowknife can become an outdoor-training destination (e.g., learn to shoot/hunt, or fish, or obtain a Recreational Boater's License).
- Develop Great Slave Lake as a year-round draw (develop a venue near the water or on the ice out of which low environmental impact micro tourism businesses can work – these would be owned by the City and leased to outfitters for services such as kite boarding, ice fishing, etc.).
- Great Slave Lake cruise boat (with food, entertainment, excursions, fishing)
- In winter, light up skating on the lakes.
- Provide wildlife viewing opportunities.
- Experiential on-the-land camps for all ages.
- Provide more things to do on Sundays.
- Attract more businesses to the mall.
- Authentic cultural opportunities.
- Heritage programming (NWT Mining Heritage Society, City of Yellowknife Heritage Committee, Float Plane Fly-in, etc.)
- More midnight sun activities.
- Better and more boating opportunities.
- Dump tours.
- Old Town could be a tourism hub if empty lots and buildings are redeveloped.
- Encourage private businesses to set up recreational and equipment rentals (or promote existing companies that already do rentals)

- Guided city tours focusing on city's rugged history.
- Do more to develop mountain biking and cross-country skiing.
- Eclectic and multi-cultural nature of the community.
- Build a casino.
- Build a resort.
- Build a 'real' golf course.
- Develop sport tourism.
- Create a unique 'frozen experience' that no one else offers (e.g., hot tub haven under the northern lights in a spa that culturally and spiritually unique)
- Drive-in movie theatre by the sand pits.

Events

- Hold more/better events and/or better leverage of existing events (31):
 - Make better use of the 'Folk on the Rocks' site to host a longer summer event (like Long John Jamboree).
 - Hold a summer festival. Bring back Raven Mad Daze or a similar summer event.
 - Develop a summer music festival like Austin, Texas with bigger acts.
 - Leverage Snow Castle, summer festivals (Folk on the Rock), French Cultural Association festivals, Ramble and Ride. Local festivals (Snowking, FOTR, Aboriginal Day).
 - Hold events each year such as dog sled races.
 - National summer fishing tournament/winter dog sled race (+1000km)/ northern lights festival.
 - Hold more sporting events. Senior curling championships. Live music event on the summer solstice.
 - More summer outdoor plays.
 - Invest in major sports tournaments to draw more competition to the City.
 - More aboriginal and local food and cultural events.
 - Bigger and better festivals.
 - Hold northern lights winter and summer festivals. Hold dog-sled races in the downtown.
 - Hold events such as sailing regattas and fishing derbies to reflect city's outdoor/clean living qualities.
 - Turn the Yellowknife International Film Festival into a world-stage event for circumpolar films.
 - Hold (more) events downtown to keep it alive.
 - Open air food market in the summer (northern food, fish and chips). Open-air BBQs downtown. (2)
 - Farmers Market. Continue to develop/expand Farmers Market. Continue the city market into the summer so tourists can enjoy it. (3)
 - Ethnic craft days.
- Increase the number of events and conferences held in Yellowknife. (14)

- Develop a (large) conference centre. Develop more meeting space. Develop a facility to attract national and international events. Yellowknife needs a conference centre as it is a very unique conference destination. (13)
- Establish a Convention Bureau. Establish a 'one-stop shop' for people to book/organize events. Need someone to lead/manage/coordinate conferences and events. Develop an events/conferences strategy. (7)
- Establish/maintain an online (complete/current) event listing. (2)
- Establish a list of pre- and post-conference activities (e.g., top 10 lists). Encourage conference visitors to spending an extra couple of days. (2)
- Improve funding allocation for festivals and events.
- 2023 Winter Games (could be a huge opportunity)
- Support/schedule events when the hotels are not busy.
- Remove the unnecessary bureaucracy associated with bringing in conference business (e.g., challenges getting permission to access public buildings such as the school, multiplex, etc.).
- Leverage the 2023 Games (if awarded) venues to host sporting events over the long term.
- Take advantage of the City's facilities during the quiet months to attract visitors (e.g., curling rink, arena).
- Offer tour discounts and on-site camping for Folk on the Rocks.
- Provide funding to support live theatre.
- City should invest more in Long John Jamboree so it doesn't vanish like the Caribou festival.
- Make better use of Sombaa Ke Park for events in the summer.
- Use (some) City provided event funding to hire a festival director to organize a summer and winter festival.

Marketing/Promotions

- Market Yellowknife as the best place to view the aurora. Promote Yellowknife as an aurora viewing destination. Market the aurora to the Canadian market. Continue good job marketing aurora/northern lights. Promote northern lights via TV commercials. (22)
- Increase marketing activities. Dedicated financing and resources to promote tourism. Conduct more Yellowknife focused marketing (vs. marketing of the north) to southern Canada and possibly the U.S. Promote Yellowknife to the Canadian market. (10)
- Raise awareness of proximity to the wilderness. Market nature and the outdoors. Promote untouched wild and clean lakes and rivers. Promote Yellowknife as the gateway to the north. Market Yellowknife as gateway to lakes/rivers and more remote destinations. Promote geographic location near bush and lake. (8)
- Promote soft outdoor activities. Promote (access to) summer and winter outdoor adventure activities. Promote as an outdoor recreation mecca. (8)
- Promote winter activities (great snowmobiling, great ice fishing, great access to wilderness and lakes). Capitalize on and effectively promote sub-zero temperatures (e.g., have you ever driven your car onto a lake?). Promote winter adventures. Promote winter (focusing on March). Promote aurora combined with winter activities. Promote winter events. (6)

- Promote midnight sun (e.g., fishing/golfing at midnight). Summer daylight. Best summer in the world. Sun in the summer. (5)
- Target markets linked by the new Ottawa-Yellowknife-Whitehorse flight route. (3)
- Advertise range of available activities (e.g., water activities, adventure, charters, picnics, glassworks, Old Town, arts and culture, etc.). Promote more than the aurora (e.g., jamboree, hiking, canoeing, etc.) (3)
- Increase marketing to growing Chinese (and South Korean) market. (3)
- Focus on getting Hollywood to show some scenes of Yellowknife to help raise its profile. Put a stronger focus on film-making. (2)
- Establish a promotional neon thermometer showing the name of Yellowknife and as phrase such as “aurora capital of the world” (as every visitor has their photo taken at the YK outdoor thermometer which does not include the word ‘Yellowknife’). Set up a giant statue (e.g., raven, diamond). (2)
- Develop a camping/trail guide and maps (online and hard-copy) and establish markers. Improve awareness of trails and update markers and information posts. (2)
- Raise awareness of dog sledding. (2)
- Promote trips on the ice roads. (2)
- Promote wildlife (buffalo and caribou). Bison tours. (2)
- Pursue collective marketing activities. Improve connection with City/Tourism marketing/promotion/tours. (2)
- Target the German market via the new IcelandAir flight to Edmonton (e.g., talk to Buffalo Joe about flying his DC3 from Edmonton to Yellowknife 3x/week). Leverage any European flights that stop in Edmonton and Whitehorse (e.g., Condor). (2)
- Better promotion of existing things such as gardens, bike routes, lunch spots, music performances. Promote events that Yellowknifers attend (e.g., curling, hockey, quilting courses, etc.) (2)
- Raise awareness of the number of lakes near Yellowknife. (2)
- Promote summer activities (dream destination for outdoor-adventure travellers). (2)
- Make Yellowknife one of Air North’s ‘weekend get-away’ destinations.
- Market within our limitations (i.e., don’t market what we can’t offer)
- Promote available free tourism services (e.g., water for RVs)
- Develop and market packages for the ‘Visiting Friends and Relatives” market.
- Promote Yellowknife as Canada’s best fishing capital.
- Tap into the business traveller market (encourage them to stay longer, bring family, etc.)
- Build on existing successes (‘Diamond Capital’ - diamonds are not a sustainable industry so the City’s brand should not be based on this).
- Raise awareness of unique Aboriginal product.
- Work to ensure visitors don’t leave town with unspent dollars because they were unaware of spending/activity options.
- Leverage the market potential of the new national protected area that is proposed for the east arm of Great Slave Lake (Thaidene Nene).
- Increase operator access to tourism marketing funds.
- Develop a tourism marketing plan (to ensure ads are correctly targeted).

- Leverage awareness of TV reality shows (Ice Pilots/Truckers) to promote Yellowknife.
- Develop a good quality Tourism Guide.
- Promote the lake more effectively (e.g., to encourage kayaking, swimming, bike riding along the lake edge, etc.).
- On marketing initiatives, the City should get input from organizations other than NWTT (i.e., operators) re: target markets and media.
- Promote convenient ways to get to Yellowknife.
- Promote natural beauty of the area.
- TV commercials in the south.
- Promote the culture of Yellowknife.
- Market Yellowknife as a 'book-end' for tourists visiting other areas of the NWT.
- Develop a passport with free tickets, coupons and a draw.
- Use advertising to better define why someone should spend money to come to Yellowknife.
- Be absolutely clear about what the city offers (clean air and water and outdoor adventure).
- Look at what other smaller Canadian communities do to have the community come out and experience what the city has to offer.
- Advertise ski-doo trails.
- Leave international marketing to NWTT.
- Promote to potential visitors online and at tradeshow.
- Market Yellowknife as the most modern city in Northern Canada.
- Promote locally owned businesses and locally produced goods.
- Art presence at the airport.
- Promote Yellowknife's hot summers and great beaches.
- Hold contests promoting Yellowknife and the NT.
- Promote tourism to locals.
- Leverage the Inuvik conference centre to encourage people traveling there to stop in Yellowknife as a bonus add-on.
- Capitalize on tourism operators by taking them to travel shows.

Partnerships

- Develop adventure tourism packages (e.g., three nights on Great Slave Lake learning to fish). Develop and market more tourism packages. Create aurora packages targeting Canadians (flights, hotels, tour) that offer value for money. Create full packages including flights, rooms (with cheaper hotel options), meals, events. Work with tourism stakeholders to create and market cohesive packages (currently everyone does their own thing). (8)
- The City and the NFVA could work together more closely to determine how best to retain visitor dollars in the community. Assign a City staff person to work directly with the NFVA. Provide more support for the NFVA. (3)
- Improve partnerships with all tourism stakeholders (e.g., City/NWTT/ITI/NFVA/businesses). (3)

- Partner with operators and tourism counterparts in Ottawa, Edmonton and Whitehorse to create packages for Yellowknife and the surrounding area. Create and market tourism packages with the Edmonton Chamber of Commerce (e.g., team building, sightseeing). (2)
- Work with the NWT on outside promotions. (2)
- Encourage partnerships to create packages that make it easier for visitors to access other areas of the NWT from Yellowknife. (2)
- Improve partnership between the City and the Akaitcho Aboriginal Government to promote tourism.
- Work more effectively with the Dettah First Nation.
- Figure out the regional versus city roles of tourism.
- Establish a destination marketing organization that will work with operators.
- Look at opportunities to partner with the Yukon (e.g., Air North) and bundle experiences.
- Establish a Yellowknife B&B committee who can meet to share information.
- Partner with Whitehorse to attract German/Swiss visitors.

Markets

- Opportunity to market to the ‘Visiting Friends and Relatives’ market (e.g., residents take their visitors out for dinner, to activities, etc.). (3)
- Opportunity to become a pilgrimage for green tourists (e.g., green energy exhibits, tours, etc.). Target younger environmentally sensitive market. (3)
- Chinese market presents opportunities. (3)
- Opportunity to create packages and market Yellowknife as an extended weekend get-away destination with good flight connections (Edmonton, Calgary, Vancouver, Ottawa). Work with other cities (e.g., Edmonton, Whitehorse) to identify Yellowknife as an add-on destination (2).
- Target niche outdoor markets (e.g., winter kite skiing on the lake). Highlight activities such as kite-skiing and skijoring. (2)
- Focus on growing existing markets and not on attracting new (e.g., German) markets.
- Target the business market. (2)
- Opportunity to further develop the City’s role as a ‘turn-around’ location for Germans traveling in RVs between Edmonton, Yellowknife, Whitehorse and back to Edmonton.
- Market demographics are changing and need to be considered as part of tourism development activities.
- Recognize importance of gateway visitors (business and conference participants).
- Target Ontario, Alberta, BC and NW USA for winter and summer outdoor activities.

Infrastructure

- The City should commit to being in tourism for the long-haul and provide the needed infrastructure.
- Install basic directional signage in Japanese and, possibly, Chinese.
- Provide more RV parking downtown.
- Establish ‘gateways’ into the City.

- Maintain/keep the City's historical landmarks.
- Provide for organized camping in the backcountry.
- Add signage related to history and culture
- Make downtown more town-like.
- Make the city more truck-friendly to encourage large number of truckers to spend in town.
- More and better indoor facilities.

Services

- Improve customer service. Provide customer service training. Encourage operators to participate in the Northern Host program. (6)
- Educate the public regarding the Japanese market and the importance of guests in the city. Encourage residents to be welcoming (e.g., saying hello in Japanese). Provide more services tailored to key visitor group (people from East Asia). Work with hotel operators to encourage them to provide basic signage and brochures in Japanese and other East Asian languages. (5)
- Provide more affordable hotel accommodation. Build a hostel. (4)
- Expand Fred Henne Park or build more camping facilities. (2)
- Offer cabin/yurt rentals. (2)
- Move the visitor information centre downtown and call it the "Yellowknife Visitor Centre". Add another visitor centre downtown (current centre awkward to access). (2)
- Improve/provide trail maps.
- Formally incorporate hospitality into the city (e.g., clear signage using universally recognized sign icons, public art).
- Make tourism information available in French.
- Develop/sell a DVD of the aurora (that captures the motion).
- Develop/sell CD of drum dance music.
- Set up a system of "city yellow pay bikes"
- Develop a walking podcast tour and promote in multiple languages at the Visitors Centre.
- Establish a visitors centre near the Wildcat Café and offer tours from there.
- Improve quality of restaurants.
- Wild food/game in restaurants.

Transportation

- More airport connections. Work on attracting direct flights from Europe (as Yellowknife's runway is too short to allow fully fueled jets to take off, work with Edmonton International Airport to see if jets can stop in Edmonton to fuel up). Continue collective effort to re-instate Vancouver to Yellowknife flights. (4)
- Lobby the airport to build a longer runway to accommodate bigger (international) planes. (2)
- Fix the roads. Improve road conditions between Bechoko and Yellowknife so tourists are encouraged to drive. (2)

- Establish an Airport Authority.
- Work to have airport designated as an international airport.
- Establish an express bus that moves visitors from Old Town, through downtown to the hospital area (three stops).
- Fill airplane seats - exploration activities are in decline so fill seats with tourists.
- Make travel around Yellowknife by small plane more accessible.
- Cheaper airfares.

Research

- Conduct visitor exit surveys focused on visitors to Yellowknife.
- Develop a conference/event focused business plan (based on partnership with GNWT) that identifies the nature and size of potential target events.
- Research benchmarks related to the appropriate timing for conference centre development (relative to hotel room inventory).
- Establish an (annual) performance measurement process for tourism.
- Conduct research regarding way-finding strategies.
- Need more sophisticated tourism research.

Tourism Role of the City of Yellowknife

The following responses were provided by interview and survey participants in response to the questions:

- What does the City of Yellowknife need to do to support tourism?
- What should be the City's primary tourism role?

Responses to the above questions are grouped under the following categories

- Events
- Marketing, promotions and communications
- Partnerships
- Infrastructure and services
- Lobbying
- Business support
- Planning and tourism support

Events

- Support conferences/events. Develop an events strategy (including scheduling to enhance 'heads in beds'). Politically support/lobby for efforts to better promote Yellowknife as a convention/conference/AGM destination for national organizations (e.g., implementation of a hotel tax; creation of a convention marketing bureau). Bring community and government together to attract more events. Create a CVB and fund with a hotel tax. Establish a Convention and Visitors Bureau that is funded by a hotel tax and is focused on marketing Yellowknife and not on product development. (10)
- Assist with and participate in festivals and events (e.g., Jamboree). Revitalize Raven Mad Days, promote a grand lemans dog race through the city, support Long John Jamboree. Do more events. Support festivals via grants and website promotion. Provide more funding for festivals. (9)
- Partner with tourism groups to develop a conference centre. Build a convention centre (500 min.). Support the building of a conference centre. (4)
- Help get the word out about events (sporting, cultural, art). Beef up the events calendar website. Improve events advertising. (3)
- Extend farmers/craft market to two or three times a week.
- The music fest should be held downtown and be free.
- Support locally organized events with in-kind donations of facilities and equipment rather than special grants.
- Research and publish information regarding the economic impact of conferences.

Marketing, promotions and communications

- Advertise/market Yellowknife (including identifying primary markets to target). Create a 'Visit Yellowknife' campaign. Promote tourism. Continue to develop promotional materials for tourists (e.g., Our Yellowknife videos, Discover Yellowknife Visitors Guide, etc.). Advertise Yellowknife to other Canadians and international markets. Market range of Yellowknife tourism assets (not just aurora and dogsledding). Promote Yellowknife as gateway to regional tourism opportunities. Invest more in advertising Yellowknife and doing more videos. Market Yellowknife in the south. (26).
- Continue to implement social media initiatives (tourism). Advertise city on all possible websites. Have a wealth of tourism info online. Promote Yellowknife via social media. (6)
- Rebrand the City (logo, slogan) – e.g., Adventure Capital of the World. Change branding from "Diamond Capital". Find a way to articulate our uniqueness as a City and display it for all to see. This communication will be important for attracting business and people to our city going forward. Right now the community doesn't have a sense of place or an identity that all Yellowknifers can relate to. We need common ground that all residents are on board with not only today but also for the future. There is so much inspiration in the north and Yellowknife, we need to capture it, define it and promote it. (3)
- Hire the company that does the "Visit Newfoundland and Labrador" ads to do a similar thing for Yellowknife and show all over the south. (2)
- Have City staff participate in travel shows to promote the city. (2)
- Offer cooperative advertising opportunities (to businesses/operators). Partner with private sector service providers to maximize impact of promotional efforts. (2)
- Create a marketing organization to market Yellowknife. Create a (stand-alone) tourism division that is responsible for tourism and the marketing of Yellowknife, and hire a tourism and marketing specialist. (2)
- Promote trails (e.g., mountain biking) (2)
- Make it easier for visitors to find the information they need.
- Hire someone with passion to sell the city.
- Participate in co-operative advertising like the NWTT does with the Globe and Mail.
- Take responsibility and leadership for messaging about the community.
- Ensure visitor centre staff are providing visitors with correct information.
- Identify opportunities to leverage existing funding.
- Choose tourism marketing priorities based on available funding.
- Educate hoteliers and stakeholders about the hotel tax to encourage support for the tax.
- Have tourism information/pamphlets available at hotels.
- Create a one-stop shop for information on the northern lights.
- Promote local businesses and attractions to visitors (e.g., movie theatres, plays, skating rinks, parks, etc.) possibly with a discount coupon component.
- Promote Yellowknife as a family vacation destination – so many things to do in summer and winter.
- Promote market-ready products of operators and organizations.

- Encourage film-makers to make short promotional films.
- Have ads like the artless videos show on southern TV.
- Show that Yellowknife loves Americans and is safe.
- Provide visitors with information on self-guided tour options.
- Have visitor information available in various languages.
- Create apps/podcast/online content for walking tours around the city.
- Develop a city pass for a group of activities or venues.
- Provide tourism services in multiple languages.
- Educate operators about the availability of funds from the GNWT to develop tourism businesses.

Partnerships

- Strengthen partnerships with local tourism organizations including NWTT. Work in partnership with NWTT on NWT initiatives. Leave marketing to the NWTT but continue to partner and work with them. Partner with NWT Tourism on specific campaigns and events. Work with the NWTT to enhance tourism potential of upcoming events such as the 2016 AFN National Assembly and Canada Games. (8)
- Facilitate partnerships with and coordination between tourism players/operators (e.g., build a non-policy working group to guide development and implementation of packages). Establish partnerships with organizations already marketing Yellowknife such as CDETNO to maximize leveraging opportunities. Work better with other organizations to facilitate information flow (e.g., NFVA, chamber) (5)
- Re-evaluate relations with the NFVA to see if model fits with the future needs of the City (currently, the NFVA does no marketing). Stop funding the NFVA as it is already funded by ITI. (2)
- Continue to support the NFVA. Provide financial and logistical support to local tourism organizations (e.g., NFVA). (2)
- Partner with YKDFN to develop cultural tourism (2)
- Coordinate activities with the NFVA and the NWTT.
- Establish a community partnership (everyone at the table) to facilitate the collection of visitor survey information.
- Participate in the NWTT and TMAC Boards of Directors.
- Partner and advertise with local lodges and outfitters.
- Offer affordable (partnership) advertising.
- Partner with airlines.
- Access matching funding programs (e.g., GNWT ITI, NWTT, ECE, NWT Arts Council, federal funders).
- Facilitate working relationship between tourism and mining industries.
- Inform businesses/operators of tourism funding available from GNWT.

Infrastructure and Services

- Keep the city clean and looking nice. Clean up the downtown. Clear the snow. Look after/maintain public infrastructure. Keep streets and lakes clean throughout the year. Establish 'clean city' bylaw. (24)
- Enhance tourism friendliness of the City by adding additional signage. Make it easy and welcoming for people coming into town. Improve signage. Add welcome signage in several languages to make visitors feel welcome. Have tourism signage at all main corners. (11)
- Beautify Franklin Avenue and the downtown core. Improve the look and feel of the city. Revitalize the downtown (6)
- Follow through with plans to develop the waterfront (and provide access for paddlers). Improve access to the water. Create and implement a long-term vision for the waterfront with full-service marine facilities. Develop boating facilities in Old Town. Improve waterfront access. (5)
- Infrastructure development. Invest in infrastructure. Have tourism infrastructure and services ready to receive visitors. Plan and build municipal infrastructure with an eye to visitors and tourists (e.g., signage, public art, parks, trails, etc.). (4)
- Expand the trail system. Maintain trails. Develop in-town trail (bike in summer, snowmobile in winter). Help fund and permit mountain bike and ski trail development. (4)
- Install more community art. Support public art. (4)
- Increase involvement with and presence at the airport. Make the airport more welcoming. (3)
- Re-energize Old Town. Support organic development of unique Old Town community. Encourage more mixed use in Old Town. (3)
- Don't let old heritage buildings be destroyed (use for historical mining tourism). Keep or build historical facilities. (3)
- Establish public transit from airport. Provide free bus rides for visitors. Free public transit in non-peak hours. (3)
- Make parking free in the summer for cars without-of-territory plates. Increase available parking. (3)
- Build an RV park. Develop more RV parking and campsites. (2)
- Continue to develop green spaces. Maintain parks. (2)
- Install public/outdoor toilets (e.g., like self-cleaning ones in Calgary).
- Invest in key areas that tourism and residents enjoy.
- To ensure that tourism opportunities are created within the city by recognizing needs and ensuring that they can be met. For example, as more camping is required, the City can identify appropriate land, purchase it from the GNWT (as only the City can purchase GNWT-owned land), zone it properly and either lease it out or sell it for use as a campground.
- Develop more community facilities (another pool, indoor play places, another field house, indoor running track).
- Develop McNiven beach.
- Create a funky place to sell fish at the dock.
- Make the city more walkable.

- Install more garbage cans in Old Town.
- Get rid of the parking lot at 50th and 50th (as it is a littered embarrassment).
- Support public infrastructure for arts, cultural and heritage activities (conference centre, public gallery, indoor/outdoor workshop and events space).
- Reduce the cost of services.
- Put pressure on mall to improve.
- Build a diamond museum.
- Build a bigger airport.
- Install more recycling containers.

Lobbying

- Lobby GNWT for the hotel tax. Push for the hotel tax. (3)
- Lobby the GNWT to provide accommodation for Asian visitors at the Prince of Wales Northern Heritage Centre (e.g., brochures and/or audio tours in Asian languages).
- Lobby GNWT and Federal Government re: transportation costs (i.e., use of small planes to access canoeing and fishing spots)
- Lobby the GNWT to fund infrastructure that will reduce costs for northern businesses (e.g., power)
- Lobby NWT Tourism to highlight Yellowknife events.
- Lobby for fair share of territorial tourism dollars.
- Lobby for cheaper and better flights.

Business support

- Support local/small business and business development. Support entrepreneurs. Support tourism operators through the provision of, for example, tourism tax incentives or grants to improve tourism infrastructure. Provide grants to encourage people to create unique tourism opportunities. (10)
- Assist businesses by providing tourism training (why tourism is important). Provide (affordable) training. Provide customer service training. Encourage provision of friendly service from happy staff. (5)
- Many tourism businesses are 'mom and pop' operations so the City could assist with supplemental marketing. Help smaller tourism businesses (e.g., website development and advertising). Work better with local small businesses to promote things in and around the city (e.g., photographers, historians). (3)
- Hire tour guides for the summer (e.g., students). City guided tour. (2)
- Support indigenous ventures the same as non-indigenous ventures.
- Provide business incubating opportunities.
- Establish a liaison position on council for small businesses.
- Work with business to help improve the downtown mall (sad and depressed looking)
- Provide incentives for homeowners who rent out rooms in their homes.
- Establish a cooperative that encourages locals to make affordable souvenirs of the north.

- Establish a City organized tours that uses locals rather than GNWT approved outfitters.
- Provide incentives to owners of vacant buildings to fill them.
- Rent out city park space to vendors and work with MACA to streamline business/vendor/ direct selling licenses.

Planning and Tourism Support

- Work with social agencies to address the homelessness issue (e.g., creating a coffee centre so the homeless have a place to go during the day when they have to leave the shelter). Maintain public safety and address public safety issues. Make streets feel safer for visitors. Deal with drunk, homeless people. Establish a foot patrol program to provide a sense of security to visitors around the homeless. Provide a day shelter for the homeless so visitors can access downtown attractions and feel safe. (19)
- Recognize the viability/role of the tourism industry. Take tourism seriously and support with funds. Bigger tourism budget. Increase support role for tourism as the region's second biggest industry.(6)
- Ease outdated bylaws that hinder local business growth (e.g., liquor laws, patios). Sunday openings of pubs/liquor store. Ensure legislation is in place to support the tourism industry. Cut red tape. (5)
- Assign someone to champion tourism/the tourism strategy. Develop a community Tourism Plan and Committee with achievable goals (3)
- Develop a multi-year campaign to encourage Yellowknifers to be welcoming to visitors. Encourage people to engage with visitors (esp. the Japanese). (2)
- Encourage more restaurants to serve local food. Attract restaurateurs. (2)
- Foster community pride in the city. (2)
- Determine how tourism fits in with the City's long-term planning re: infrastructure, marketing and events.
- Stand up to residents who say they don't like/want foreign (Asian) visitors and educate the community on the value of these visitors.
- Balance the needs of promoting tourism with the needs of residents.
- Work to reduce cost of living for residents.
- Find a way to make the city more affordable for visitors.
- Make better use of staging in front of City Hall so people have things to see/watch as they walk around.
- Be pro-development and pro-growth.
- Seek more community-driven opportunities like the summer market near City Hall.
- Support local NGOs.
- Work with the various tourism sectors (e.g., via focus groups) to identify priorities, needs, advertising opportunities.
- Lower taxes.
- Attract new hotel development.
- Allow a casino within city limits.

Describing Yellowknife to a Potential Visitor

In response to the questions “If you had to use one word or phrase to describe Yellowknife to a potential visitor, what would it be?” and, “If you were trying to convince someone to visit Yellowknife, what would you tell them about?” the following input was received.

- It’s like nothing you have ever seen. Totally unique. Different from anything else. (3)
- Quality of life
- Easy to bike to work
- Not what you would expect
- Awesome two seasons
- Spectacular summers. Surreal summer. (2)
- Tiny city on a big lake.
- You don’t get it until you have been here once in the winter and once in the summer
- Surrounded by lakes and nature. Embraced by nature. Access to lakes/cottage country. (3)
- At the end of the road
- Modern frontier. Still has pioneer spirit.
- Contemporary city. A capital. (2)
- Pleasant surprise in so many ways.
- It’s about the people.
- Revelation.
- It’s welcoming because everybody here is from somewhere else.
- Unique culture, including Aboriginal component.
- 24-hour daylight.
- Aurora

C. Open House Display Board Content

Yellowknife Tourism Strategy Open House

2012

In recognition of the importance of tourism, the City of Yellowknife decided to create separate economic development and tourism strategies.

2013

The City's budget identified the improvement of tourism product and the provision of tourism support services as a priority.

2014

The City allocated budget for a Tourism Strategy and initiated this study process.

Strategy Objective

To develop a five-year Tourism Strategy for the City of Yellowknife that defines the City's role in tourism, identifies how the City can most effectively support the tourism industry, and outlines related responsibilities, actions and performance measures.

Planning Framework

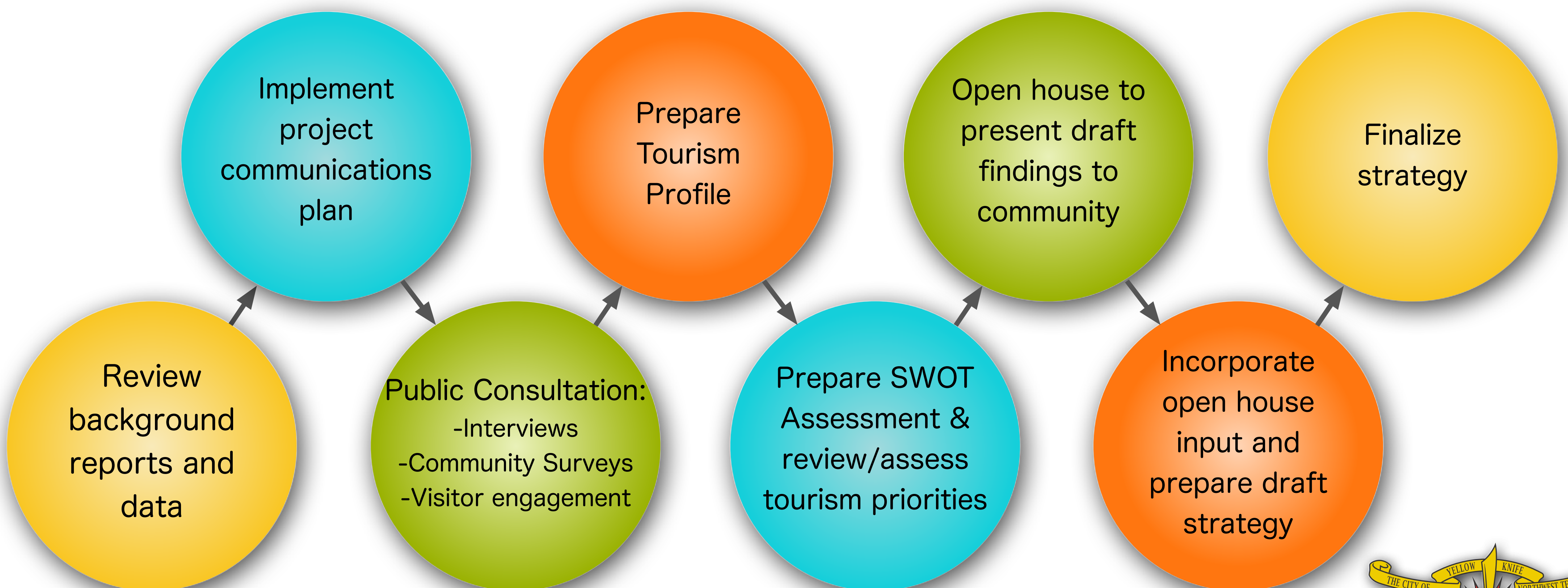
Reflect consideration of the City's operational budget

Identify opportunities for working effectively with the City's tourism partners

Complement the City's economic development strategy and other tourism initiatives

Identify opportunities for expanding the City's tourism potential

Strategy Process



Current Tourism Structure

City of Yellowknife

Bylaws, Zoning, Planning

Represent sector, lobby, etc.

Enable / support tourism

CED tourism related functions

City tourism partners

Provide services to visitors

Visit / spend in the community

Local Tourism and Business Associations
(e.g., Hotel Assoc., Chamber of Commerce, CDENTO, etc.)

Planning and Development
(e.g., Downtown enhancement, etc.)

Communications & Economic Development
(CED) Dept.

Community Services Dept.
(e.g., Parks, trails, festival grants admin)

Marketing / Advertising

Partnerships

Promotions

Northern Frontier Visitors Association
(Operate Visitor Info Centre)

NWT Tourism
(Tourism marketing of NWT)

GNWT Industry, Tourism and Investment
(tourism research and industry programs, fund NWTT)

Tourism operators and suppliers

Visitors

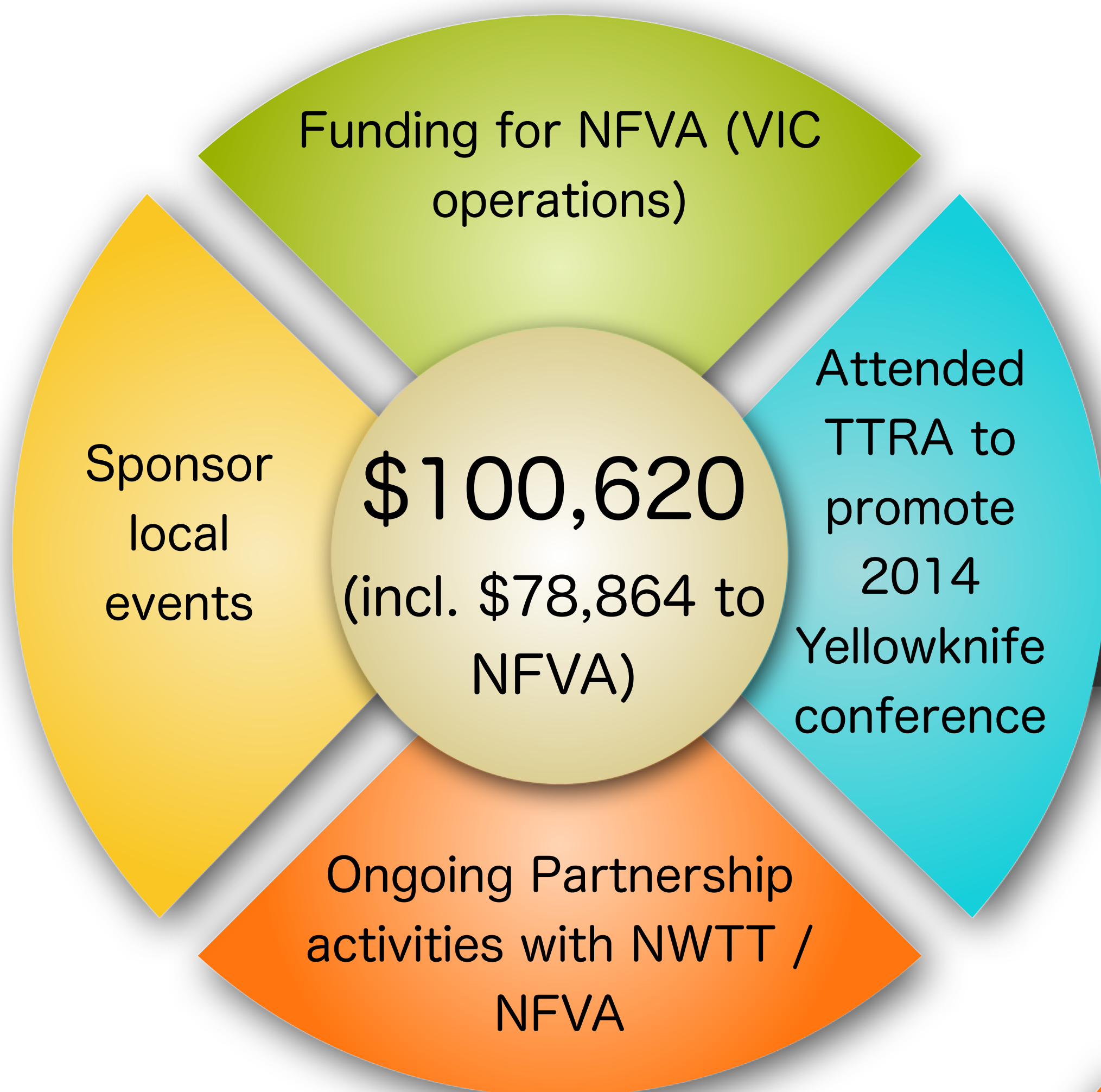


2013 City Spending on Tourism

Marketing



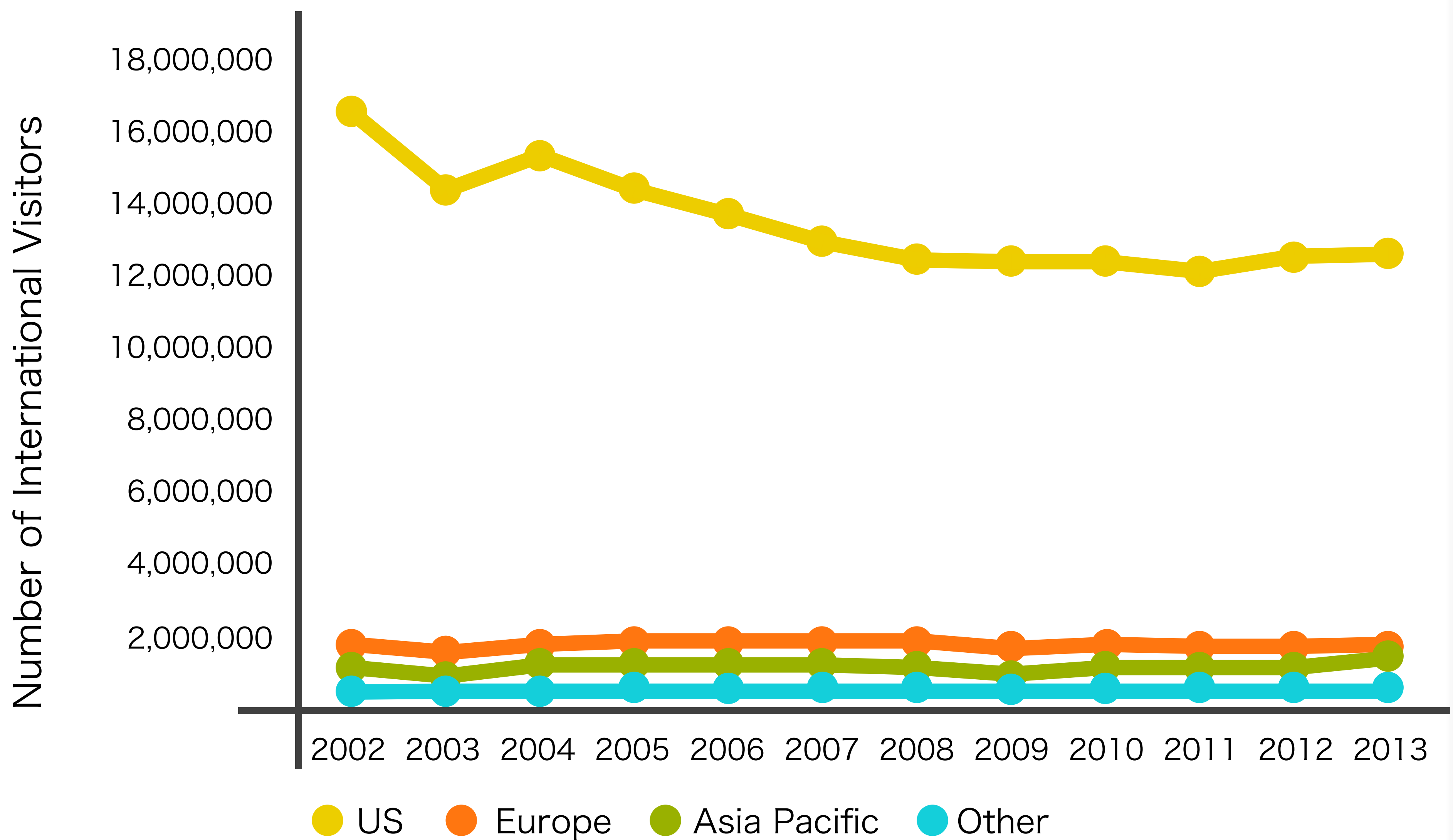
Partnerships



Promotions



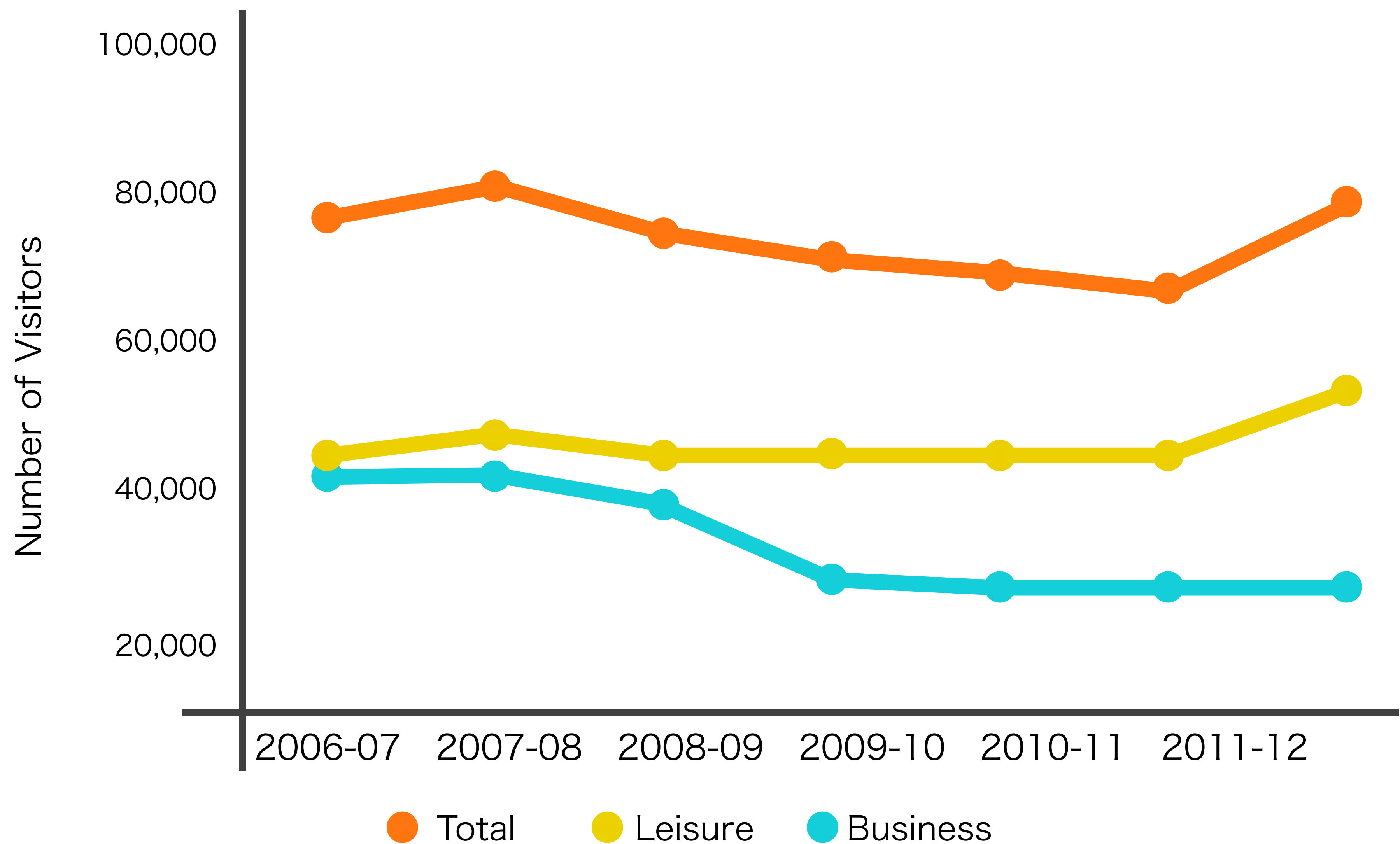
Canadian Tourism Context



- International visitation to Canada declined by 19% between 2002 and 2012 and the country dropped from 7th to 16th place as an international tourism destination. (Source: World Tourism Organization)
- U.S. visitation to Canada has generally been declining while visitation from elsewhere has generally been increasing (Asia-Pacific +23%, Europe +10.2%, and other countries +35% between 2002 and 2013). (Source: Overnight Custom Entries into Canada)
- Visitation from China increased by 269% between 2002 and 2013 and China has moved from 11th to 3rd place as a source country for international visitors. (Source: Ibid)
- Travel by Canadians within Canada has been increasing and Canadians are believed to account for about three-quarters of tourism activity in the country. (Source: Stats Canada)



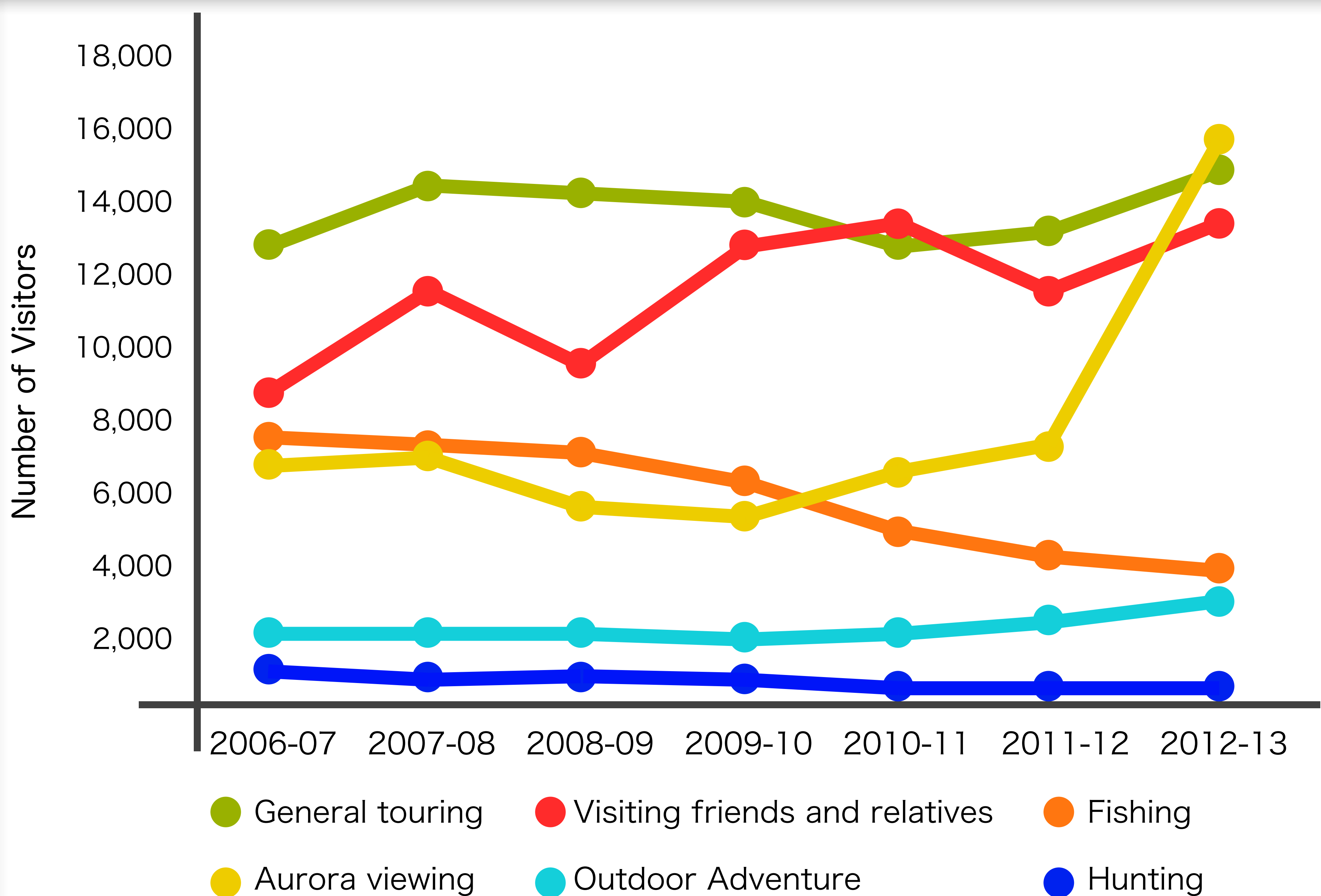
Northwest Territories Tourism Context



- The GNWT is investing about \$1 million each year to help grow tourism in the NWT. (Source: www.iti.gov.nt.ca/content/tourism-2015)
- In 2012/13, approximately 76,400 leisure and business travellers visited the NWT and spent approximately \$107 million. (Source: Territorial Tourism Indicators)
- About three in four NWT leisure visitors are Canadian. The most significant international markets are Asia-Pacific (largely Japan) and the U.S. (Source: 2010/2011 Leisure Visitors Exit Survey)
- Of an estimated 317 million person-trips taken by Canadians within Canada in 2012, about 117,000 (0.037%) were to Nunavut/Northwest Territories/Yukon. (Source: Stats Canada Cansim 426-0018)



Northwest Territories Tourism Context Cont'd



Between 2006/07 and 2012/13:

- The most frequently cited primary trip purpose for NWT leisure visitors was general touring, followed by visiting friends and relatives (VFR).
- Visitors citing aurora viewing as their primary trip purpose increased significantly starting in 2011/12.
- There has been a gradual decline in both fishing (-45%) and hunting (-47%), but a gradual increase in outdoor adventure (+48%).



Key Natural and Built Recreation Venues

- 12 city parks
- 1 Territorial park
- 6 trails
- Various sports venues
- 1 golf course
- Boat launches

Natural Attractions

- Aurora
- Lakes and rivers
- Scenic landscape
- Wildlife



Accommodation

- 28 B&Bs/suites
- 14 Hotels/motels
- 1 Campground



Transportation

- Highway links to B.C. and Alberta
- 14 airline/helicopter companies providing scheduled and charter services
- 3 taxi, 1 shuttle bus and 5 rental car companies

Key Built/Tour/Event Attractions

- 5 Museums/exhibits
- 6 community displays/murals
- 18 private artisan galleries/studios
- Old Town
- 9 designated heritage buildings
- Community infrastructure (e.g., Bush Pilot's Monument, ice road)
- 15 private tour companies
- Several signature events (e.g., Snowking Winter Festival, Folk on the Rocks)
- 10 facilities that can accommodate conferences (2 to 350 delegates)



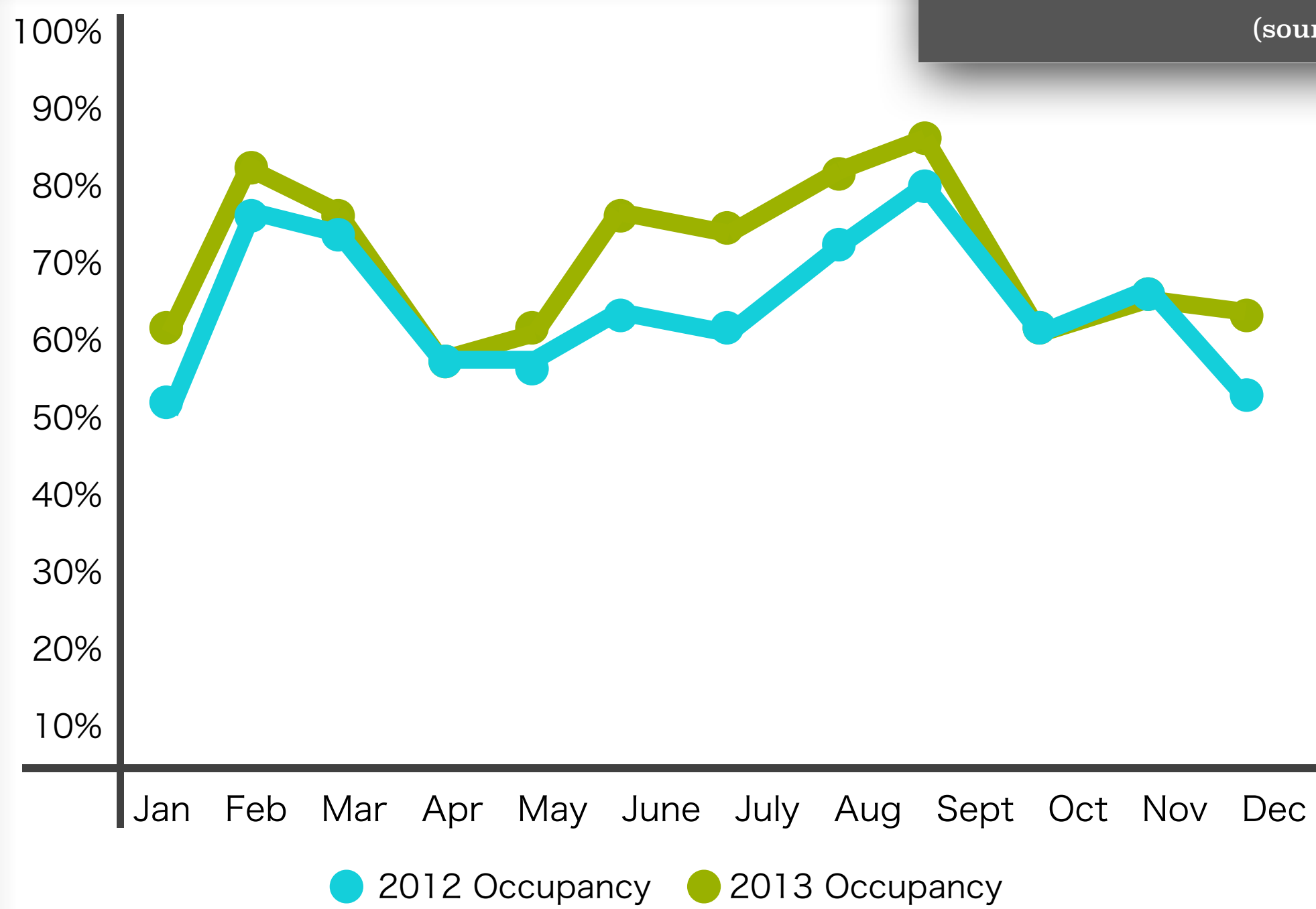
Yellowknife Tourism Assets



Yellowknife Tourism Context

Yellowknife Hotel/Motel Occupancy 2012/13

(source: Yellowknife Hotel Association)

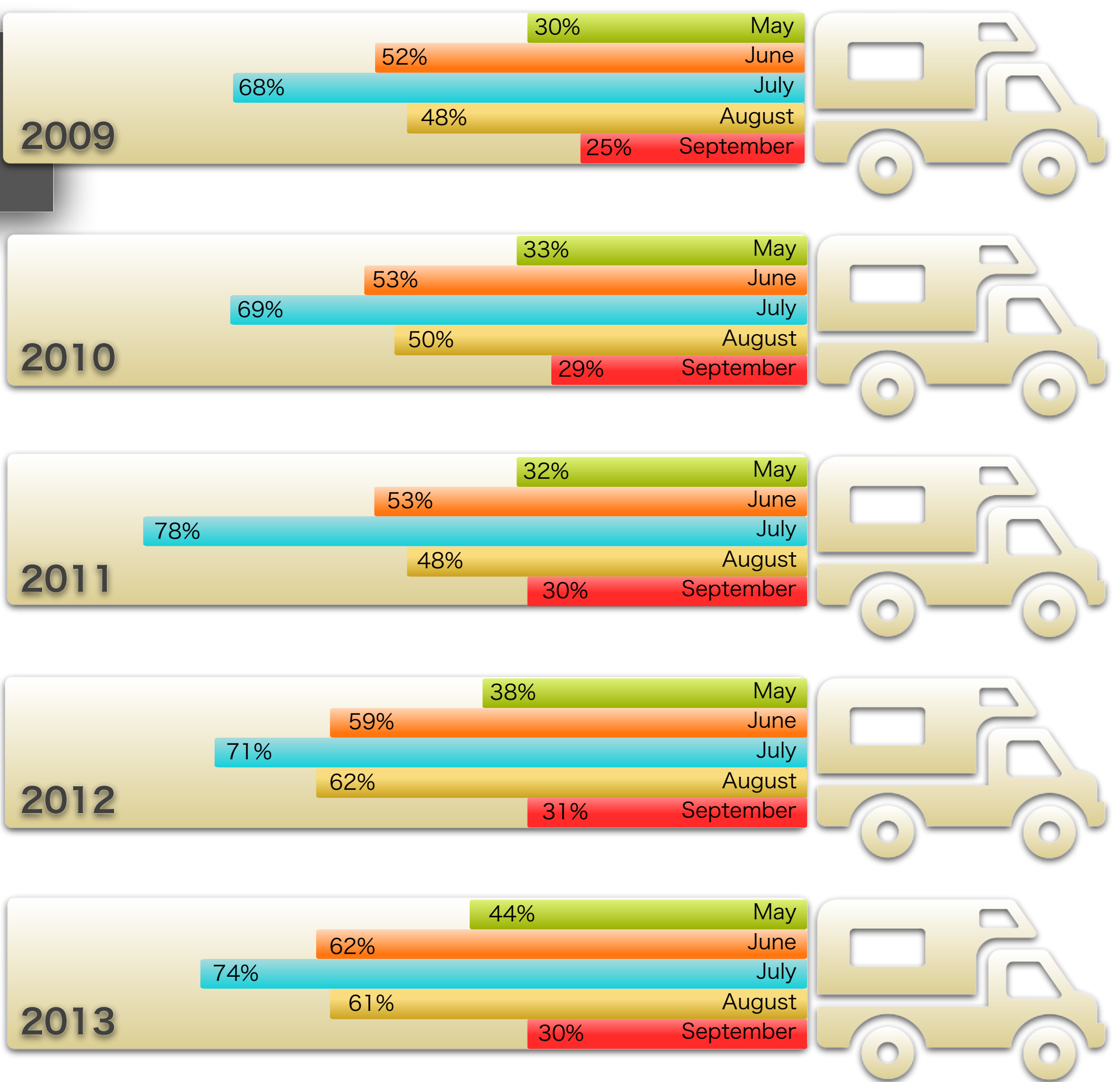


Yellowknife hotel occupancy peaks in February, March and June through September. In 2013, annual occupancy was almost 70% -- up significantly from 63.2% in 2012.

Monthly Occupancy at Fred Henne Territorial Park

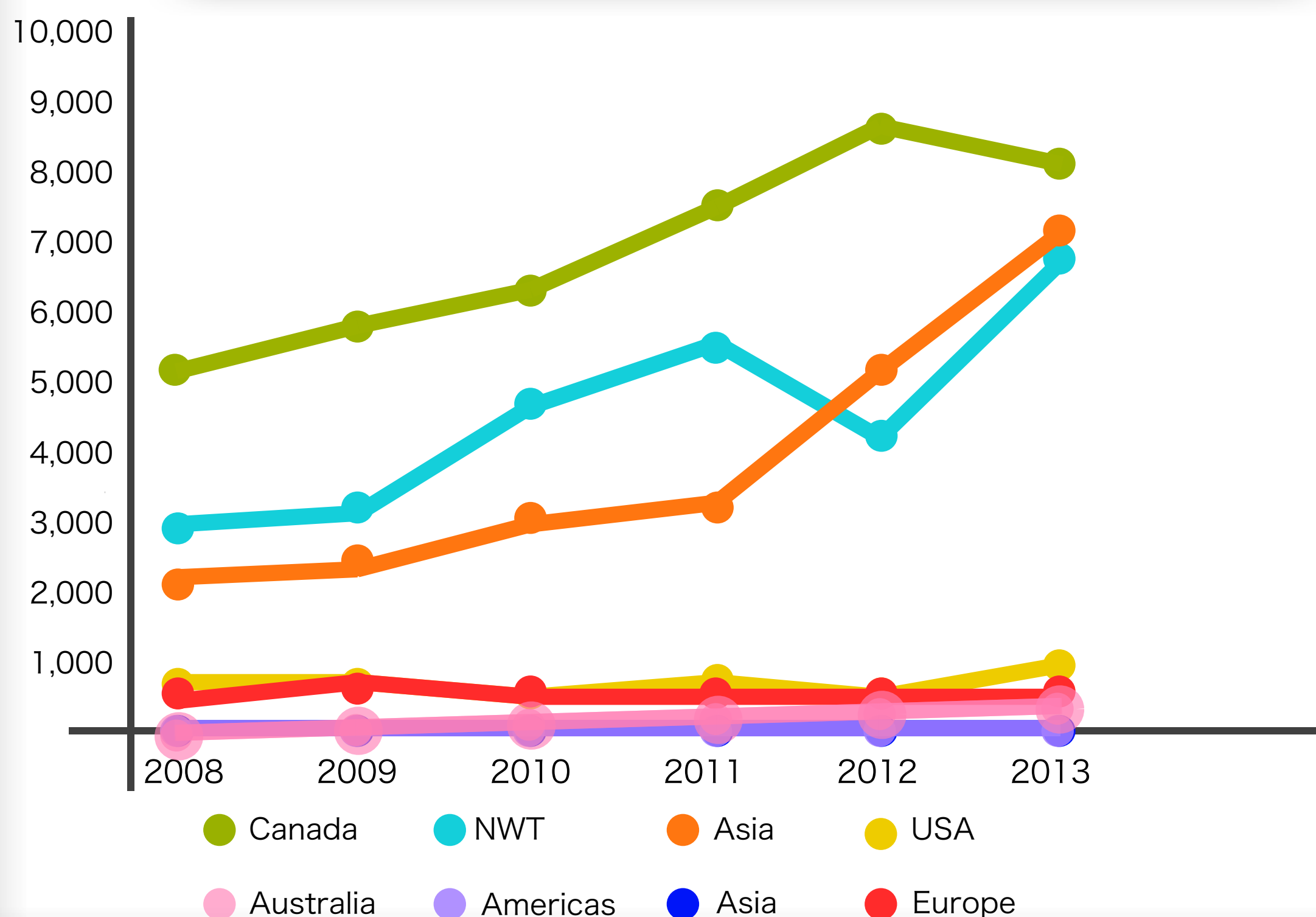
(source: NWT ITI Parks)

Between 2009 and 2013, the number of visitors staying at Fred Henne campground increased by 19% rising from 7,879 to 9,373. However the campground has excess capacity.



Origin of Visitor Information Centre Visitors

(source: NFVA Visitor Information Centre)



The majority of Yellowknife visitors arrive by air and about 45% are on business. (Source: Territorial Tourism Indicators)

Air passenger traffic increased by 22% between 2003 and 2013. Between 2012 and 2013 alone, air traffic increased by 7% (30,000+ more passengers). (Source: Yellowknife Airport)



Top Strengths and Weaknesses

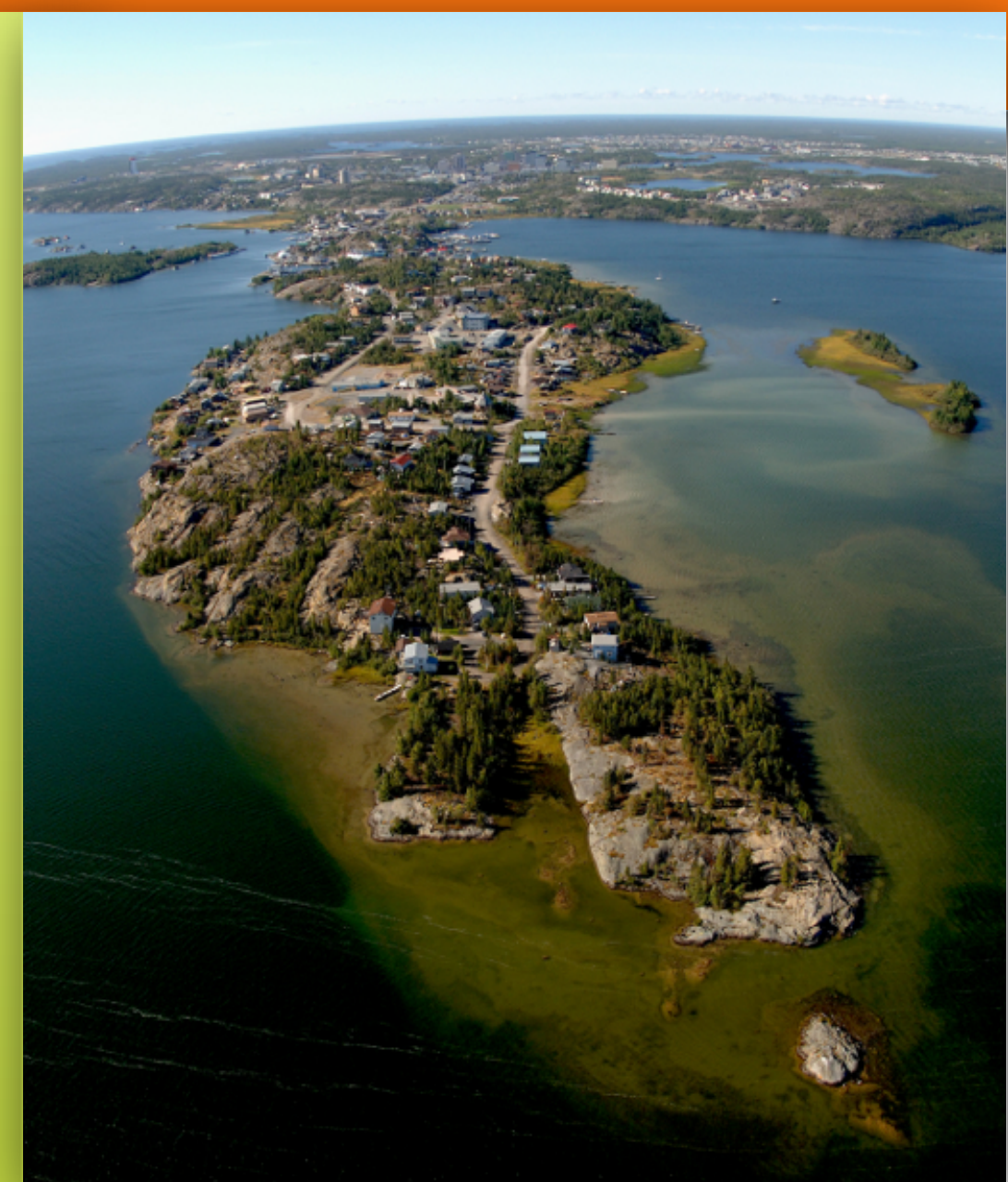
Strengths



- Best place to view the aurora 83
- Awesome summers/midnight sun 57
- Proximity to nature and beautiful scenery 44
- Range of great outdoor activities 33
- Great fishing/huge fish 32
- Welcoming/friendly community 29
- Great Slave Lake/other lakes and rivers 26
- Old Town (history and character) 12
- Excellent camping 12
- Diversified and unique culture/people 11
- Boating and lake-based activities 10
- Number/variety of events (9, plus 21 for specific events)
- Dog sledding 7
- City support for/partnership with NFVA 7
- Great places to eat 7
- Opportunity to experience unique Aboriginal culture 7

- Downtown aesthetics, litter, and empty stores 24
- Downtown public safety issues due to street people and public drunkenness 22
- Poor front-line customer service/hospitality 16
- Limited/challenging access to the lake and underdeveloped waterfront 16
- Limited good restaurants offering local food 15
- Way-finding signage needs improvement 14
- Not enough activities for visitors (summer, winter, indoor, inexpensive) 13
- Not enough campground/RV spaces in summer 13
- Not enough reasonably priced accommodation options 11
- No full-service facility to hold larger conferences 11
- No one in place to facilitate conference bidding and planning 10
- The City doesn't recognize the value of tourism 10
- No tourist-focused walking/shopping area 9

= Number of Responses



Weaknesses



Top Opportunities and City Tourism Roles

= Number of responses

Opportunities

Hold more/better festivals and events and improve leveraging of existing festivals and events **31**

Market Yellowknife as an aurora viewing destination (the best place for viewing) **22**

Increase the number of conferences held in Yellowknife **14**

Encourage more Aboriginal cultural tourism opportunities **14**

Leverage the City's creative talent and better incorporate local art/artisans into tourism **14**

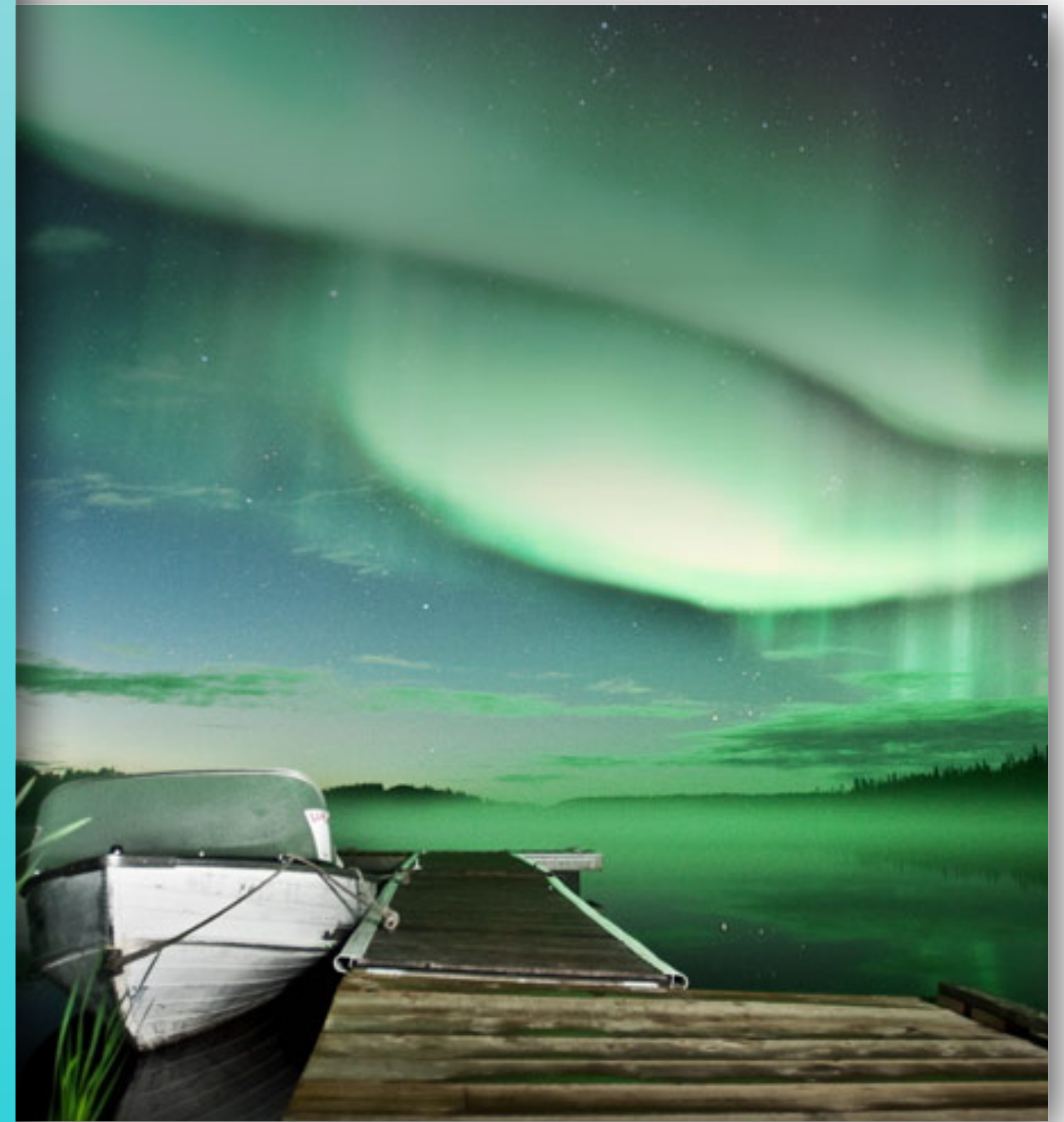
Develop a conference facility **13**

Promote/develop the fishing potential of Great Slave Lake **11**

Enhance the aurora product (more tours, festival, viewing observatories) **10**

Promote/leverage Old Town funkiness and history **9**

Clean up and beautify downtown **8**



Role of the City

Market Yellowknife's tourism assets and activities **26**

Clean up the downtown and maintain public infrastructure **24**

Make the streets feel safe for visitors **19**

Improve tourism welcoming and wayfinding signage and provide signage in other languages **11**

Support local/small tourism businesses **10**

Support conferences (e.g., coordination, promotion, create a CVB, etc.) **10**

Assist with festivals and support more festivals **9**

Strengthen partnerships with NWTT on specific initiatives and campaigns **8**

Continue to promote tourism online (websites, social media) **6**

Revitalize the downtown (esp. Franklin Avenue) **6**

Recognize the viability of tourism and take it seriously **6**



What We've Heard Do You Agree? What's Missing?

Tourism Management Model and Partnerships

Partnership between the City and NWT Tourism

NWT Tourism is focused on, and does a great job of, promoting the NWT as a whole. The City of Yellowknife currently has a link with NWTT through a seat on the NWTT Tourism Marketing Advisory Committee. However, the City would benefit from a closer partnership with NWT Tourism and should consider seeking representation on the NWT Tourism Board of Directors.

Short Term

Conference Potential

Tourism stakeholders expressed enthusiasm about the opportunity to grow Yellowknife's conference tourism potential. Clear identification of who is available to help with conference promotion, planning and bid coordination is needed.



A Hotel Tax

The merits of implementing a hotel tax that could provide significant financial resources to support the growth of tourism in Yellowknife, should be considered.

Knowledge support for tourism operators

A common theme noted by tourism operators is that they could benefit from opportunities to access professional development opportunities [e.g., workshops on social media, understanding the Asian visitor market, etc.], learn about the tourism support programs and services that are available through NWT Tourism and the City, and engage with other operators in their sector.

Tourism- stakeholder communication

A range of tourism stakeholders indicated that communication between the City, other tourism agencies and tourism operators, on issues of importance to tourism, could be improved.



Yellowknife's unique First Nations culture

Consistent with the findings of the Aboriginal Tourism Strategic Action Plan prepared for ITI, Yellowknife tourism stakeholders have indicated that there is an opportunity to better engage the Dettah and N'dilo First Nations in tourism such as including them in tourism communications initiatives and pursuing opportunities to incorporate aspects of their culture into, for example, the airport terminal building (e.g., drummers welcoming selected flights; rotating art displays).

Medium Term

Convention and Visitors Bureau

The lack of an arms-length Convention and Visitors Bureau (CVB)/Destination Management Organization (DMO) has been identified as a gap.



What We've Heard Do You Agree? What's Missing?

Destination Awareness

Destination marketing of Yellowknife

Tourist market awareness of Yellowknife is low and more destination marketing is required. A destination marketing plan should focus on marketing Yellowknife's signature assets and experiences (i.e., aurora, winter outdoor adventure experiences, summer sun and scenery, and unique culture & history) to attract short-haul (i.e., Canadian) visitors.

Short Term

Centralized events calendar

Yellowknife has several online event calendars but none of these calendars include a comprehensive listing of events. It would benefit the events sector to have a centralized, comprehensive, user-friendly online event calendar.

One tourism website

To minimize confusion among visitors, the City and the NFVA should work together to create one, well-optimized, Yellowknife tourism website.

Increase tourism packaging

Short-getaway vacations are a key travel trend and all-inclusive packages appeal to this market. There is an opportunity to work with tourism operators to facilitate the creation and promotion of Yellowknife tourism packages.

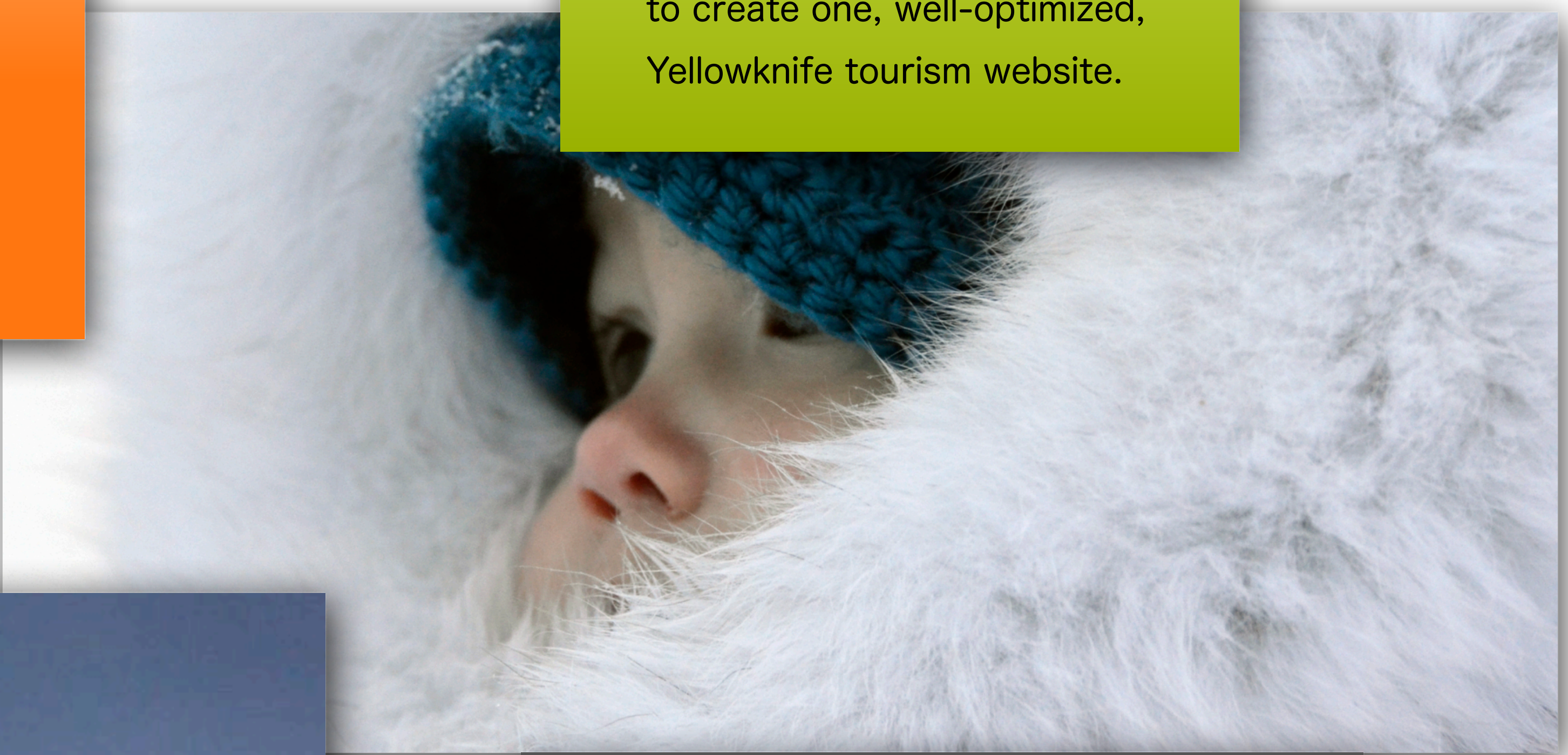
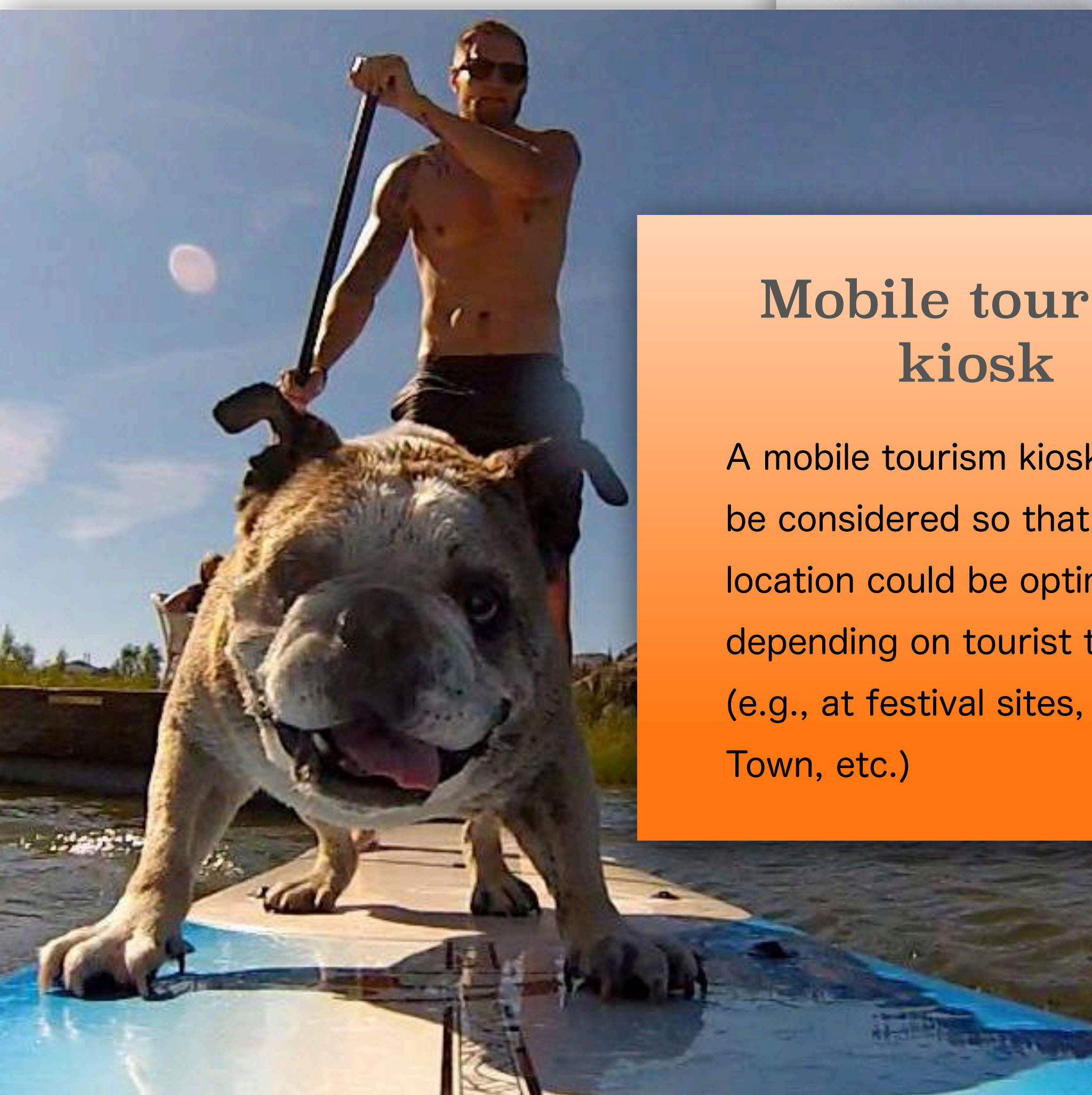
Medium Term

Mobile tourism kiosk

A mobile tourism kiosk could be considered so that its location could be optimized depending on tourist traffic (e.g., at festival sites, in Old Town, etc.)

Incorporate tourism into City Brand

Should the City of Yellowknife choose to proceed with a branding strategy in 2015, it is important that the community's desired tourism image be reflected.



What We've Heard Do You Agree? What's Missing?

Tourism Infrastructure and Services

Downtown Clean-up

Litter and poor maintenance were identified as key tourism weaknesses of downtown Yellowknife. To address this concern, there would be value in working with downtown businesses to establish a spring/summer monthly downtown clean-up and litter collection program, in addition to the City's annual Spring Clean-up initiative.

Short Term

Customer service training

Consistent with the findings of the City of Yellowknife 2014-2019 Economic Development Strategy, tourism stakeholders expressed concern about the impact of poor customer service on visitors and many stakeholders commented on the need for customer service training.



Tourism gateway and basic directional signage

The tourism-friendliness of Yellowknife could be improved by some key tourism signage initiatives such as improving the visibility of gateway signage into the City and installing basic directional signage at key intersections using standard tourism signage formats and symbols. The value of providing selected signage in multiple languages was also noted.

Short to Medium Term

Downtown Revitalization and Government Dock Redevelopment

Respondents value the downtown revitalization and beautification work done to date and want it to continue. Additionally, the completion of the redevelopment of the Government Dock should be a priority (to allow for recreational access to the lake). In general, the City should bring a 'tourism lens' to planning initiatives.



Long Term

A conference facility is needed to attract larger conferences

If conference activity grows over the next few years then the viability of building a dedicated conference facility that can accommodate 500+ delegates should be assessed.



D. Community Input – Open Houses

Community Input – Open Houses

Two community open houses held on April 22, 2014 in order to present key findings of the Tourism Strategy process. The open house poster boards were also posted on the City's website. Feedback regarding the information presented on the boards was provided in person (for those who attended the open houses) and/or in writing. This feedback is grouped using the following headings (responses are in no particular order) and was used to help finalize the Tourism Strategy.

- Marketing, promotions and communications
- Partnerships
- Tourism products and services
- Festivals
- Transportation
- Customer service
- Community infrastructure
- Community maintenance

Marketing, Promotions and Communications

- To help raise local awareness of visitors, ask the local TV station to do interviews with visitors who are in Yellowknife to do interesting things (e.g., walk to the North Pole).
- Enable northern members of groups and associations to go out and sell the NWT as a destination (see Yukon example).
- Bigger online presence. Hard to point people to effective resources online. Not many online examples of itineraries. No simple explanation of how to reach Yellowknife and when to come.
- We need to raise awareness of Yellowknife.
- How do visitors know about free parking for tourism? All this kind of info needs to be available at the airport.
- Provide a map that shows all attractions, hotels, grocery stores, Laundromats etc., in town (see Maui map provided as an example).
- Website in French?
- Promote catch & release fishing.
- A 'Yellowknife.ca' simple tourism website clearly representing the merits of Yellowknife is a good idea.
- The proposed tourism task force will encourage better communication.

Partnerships

- Get industry + gov't + hotel tax to fund a three-year pilot project to hire a conference coordinator.

Tourism Products and Services

- Need an affordable hostel/accommodation in Old Town (\$50/night or less).
- Cultural immersion tourism programs.
- Fred Henne Park often turns away tourists in the summer and sends them to Prelude. This is bad for tourism. Reduce the number of YKers who have sites. Also, we need an overflow parking area for RVers. All RVs should park at the former dispatch site or the multiplex. We need an RV park with full services.
- The ability of visitors to borrow bikes (10) is positive.
- The outcrop bicycles for tourists are an excellent welcoming perk for visitors.
- Aurora viewing is being done well.
- The Days Inn has Asian speaking staff which is positive.
- Conventions and conferences offer a strong opportunity to generate more visitors without building new facilities. Go for smaller events (under 200) delegates.
- The community has some great monuments and free things to do (e.g., Farmers' Market).
- Have outdoor cafes.
- For the golf course, see if a deal could be made for cheaper green fees.
- Get something up on the diamond business: films, literature – how it all got started.
- Support for tourism operators: CDÉTNO offers workshops/webinars (e.g., customer service, expectations of visitors, social media, employer branding, etc.).
- Somba 'Ke Zamboni building suggestions. Man the building in the winter to have a public washroom available, rent skates in the evening for tourism, have night lights on the skating rink, sell hot drinks, have piped-in music. Why not have some special evenings where all this is done – like a 50's theme night with 50's music. Man the building in the summer to have a public washroom available during the Tuesday market. Offer canoe, paddle boat and bicycle rentals from this building.
- Where can tourists find out what is happening about the Diamond Mines? We need a museum.
- There is no larger boat for seniors to go out on to see Great Slave Lake (like the Naocha).
- Access to water in Old Town for boat rentals.
- Parking for boat trailers for people who are going out on Great Slave Lake for more than a day.
- At the airport, have something opened for snacks, coffee, tea (small kiosk). For arrivals, greeting committee handing out pins – this only needs to be done at peak seasons.
- Need to provide more live, interpretive services. City could hire students to provide live interpretation at heritage sites.

Festivals

- Snow King Festival – Move dollars towards promoting and advertising event. Lots of travellers coming to the castle only heard about it once they arrived in YK.
- Funding cycles – when Festival 2014 was in full swing in March, organization was applying for 2015 funding – Arts Council, Heritage Canada, ITI.
- Festival development – improve posters and the visibility of the NFVA calendar to the public.

Transportation

- Cabs should take credit cards.
- Need a shuttle service that takes visitors to B&Bs.
- Yellowknife is not motorcycle friendly, especially compared to other places. I've included some brochures – I understand that we're not at that level but it might help to get an idea of what other areas are doing to benefit from this largely untapped tourism source.

Customer Service

- Customer service training – focus on high school.
- The community needs to have a different culture for how they treat visitors.
- Need customer service/hospitality training.
- Training of cab drivers, restaurant staff and clerks in stores related to tourism. Also, residents of YK need to be much more conscious of the value of tourism to the city and learn how to be better hosts. Many people are excellent at this but I would say that many of the general public need to be more aware.

Community Infrastructure

- Need more signage where bus stops are located.
- Plantings have been placed too close to the sidewalks and are damaged when the sidewalks are plowed. Better planting design work is required.
- There is inadequate parking near the Wildcat Café and the Bush Pilot's Monument.
- Fix the Prospector Trail.
- City development - too much is happening too quickly as before they have even finished one project they are on to the next one! For example the waterfront development.
- Need to provide tourists with a passkey to the public washroom.
- Public washrooms easily accessible by tourists are important.
- Downtown public washrooms are in short supply - the City built a very expensive building at the waterfront by City Hall that was supposed to house a Zamboni for the winter ice rink and public

washrooms. The washrooms are seldom open as experience has dictated that they need to be supervised at all times or vandalism occurs. Council did not support a budget increase to cover staffing of the outdoor washrooms - thus they remain closed for the most part. I believe the City did staff them for restricted hours for the winter ice skating rink. Also, the issue of washrooms for summer events like the city market or the francophone event one week-end became an issue last year as the City indicated that the city market group or whatever other group was sponsoring the event had to pay for the attendant. The small groups that sponsor events, which are an attraction to the city, do not have funding to extend to this sort of expense. I believe my friend had an idea that there should be canoe rentals and paddle boats that could launch from the city water steps and that the washroom attendant could look after the rentals.

Community Maintenance

- While there is an “adopt-a-street” program is it not very active and not promoted. It needs to be revitalized.
- Reduce the amount of garbage downtown.
- Enforce the existing bylaws regarding litter.
- Cigarette butts - containers should be at each of the 4 corners of all the downtown street - there was an initiative several years ago that saw butt bins on most of the corner of Franklin Ave but over the years some have been damaged and some are missing. Bars should be required to ensure that they clean up after their clients - and the bylaws should be enforced. A bar on Franklin Avenue does not even have an ashtray and clients use the tree well of a struggling birch tree as their ashtray.
- The Frame Trail is poorly maintained. Willows have been pulled out with a backhoe but the branches have been left. There are cracks in the trail and a lip on the (DND?) bridge. The base of the bridge(s) is/are in poor condition.
- Definitely clean up the downtown core and nearby walking trails such as McMahon Trail. Have more garbage cans on the side streets – something just used for cigarette butts.
- Clean the streets in early spring rather than waiting.
- Landscaping - it is imperative that the city not waste any more money on landscaping until the existing landscaping is better maintained. Beautiful and well-tended landscaping can add so much to a city but just as quickly take away from a city. The city needs to have qualified staff who can train and supervise the summer students and monitor contracted services with more expertise. If money were not an issue I would say they should hire an arborist or horticulturalist however that being the case they should offer education leave to the existing staff person.
- The filthy condition of the city is a definite weakness. The Frame Lake Trail needs to have someone walking and cleaning regularly. The signs on the Trail need to be kept up. Behind the hospital is an area of lots of garbage. The ditches on Old Airport Road need to be kept clean during the summer. The areas around the recycle bins need to be cleaned. The City needs to have money to keep up the areas they are beautifying. They build them and then forget about them.

- Who is responsible to clean the areas from YK to the River Bridge, the roadways along Airport Road, the roadway to the Airport, the newly landscaped area by Saan Store? The City does not keep their areas clean. This is definitely not a City priority and it should be. The City needs to have more garbage cans and empty them. Can we use inmates to clean?
- Clean up walk and sites along route to Old Town.
- Clean and dredge boat access across from Weaver and Devore.
- More garbage cans - I mentioned to a person that I had been to the meeting on Tuesday and they wished they had been there to voice their recommendation for garbage cans / recycling at each of the four corners of all downtown street - not just those on Franklin - their point was that some people will use them and some will still litter but others who are good citizens will pick up garbage if they can see / or know where the next receptacle is.
- Repair of existing garbage containers - the street people seem to break the doors on the recycling side of the dual garbage receptacles on Franklin. I was told that all the containers on Franklin were going to have the locks removed and a different type of mechanism installed to allow the street people to open and access the bottles. This has NOT happened that I have seen.
- Kiosks - there are about 4-5 of them - by Javaroma, the post office, the CIBC corner, etc. They are all many years old and really ugly now - poorly maintained although someone recently removed all the posters so that new ones could start fresh. However, the staples that are in the boards weren't removed. Also the kiosks have never even had a coat of paint since they were installed.
- Empty buildings are a tourism weakness.

Other

- The cost to lease commercial space is prohibitive (in many cases, a deal breaker).
- Willing to participate on CVB.
- Strategy objective is great!
- Current tourism structure: Add CDÉTNO to City tourism partners. We do promotion and marketing too.
- Decrease the amount of panhandling/intoxication at the Post Office.
- We shouldn't focus on the fishing industry – generally not successful.
- Do something about the homeless people – they scare tourists.
- I think it's about time the City realized that they are not putting enough resources into tourism. This is a good start. Encouraging (instead of hindering) local to participate will go a long way to promote Yellowknife to tourists.
- It is helpful to see the stats and trends.
- The cost for visitors to travel to Yellowknife is a challenge.