



CITY OF YELLOWKNIFE 2015-2019 TOURISM STRATEGY

June 2014



Introduction and Background

For a number of years, the City of Yellowknife ('City') 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, in recognition of Yellowknife's tourism, the City decided to create separate, but complementary, economic development and tourism strategies rather than one combined strategy. The opportunity to address a lack of tourism product and the provision of tourism support services was subsequently identified as a priority in the City's 2014 budget. Funding for a tourism strategy was obtained from the Canadian Northern Economic Development Agency and, following a competitive bid process, Chemistry Consulting Group Inc. was retained to work with the City to develop the strategy.

The overall objective of the Tourism Strategy is to identify how the City can most effectively support tourism in Yellowknife over the next five years (2015 to 2019). In achieving this objective, the Terms of Reference for the project require that the Tourism Strategy:

- Complement and contribute to the achievement of the City's vision and goals (see adjacent box);
- Complement the *City of Yellowknife 2014-2019 Economic Development Strategy* and other relevant community planning initiatives;
- 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.

City of Yellowknife Vision & 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.

Strategic Planning Process

The strategic planning process for the *City of Yellowknife Tourism Strategy* included the following key activities:

Background Review

- A range of tourism and economic development reports, documents and data were reviewed and used to provide a context for the Tourism Strategy, to help create the tourism profile, and to understand Yellowknife's current tourism market and marketing activities.

Communications Plan

- The City of Yellowknife implemented a communications plan to advise stakeholders about the strategy process and opportunities for providing input to this process.

Public Consultation

- The community engagement and consultation process involved interviews with 26 tourism stakeholders (representing tourism organizations, various levels of government, and tourism operators), an online community tourism engagement survey in which 153 people participated, and visitor engagement.

Tourism Situation Analysis

- A tourism situation analysis was prepared and was comprised of: an overview of international, national and territorial tourism conditions, trends and drivers; a summary of Yellowknife's tourism asset and market profiles; and, the findings of a review of how three comparative communities manage tourism.

Tourism Assessment and Emerging Priorities

- A summary of Yellowknife's tourism strengths, weaknesses and opportunities was prepared based on survey and interview input and the background and tourism situation analysis research. This information, together with consideration of the objectives of the strategy, was used to identify emerging tourism priorities.

Open Houses

- Two Open Houses were held to present key research findings and emerging tourism priorities. About 30 people attended the Open Houses and 14 people provided written feedback on the information presented. Copies of the Open House posters were also posted on the City's website.

Draft and Final Strategies

- The input provided in response to the information presented at the Open Houses was used to refine the tourism priorities. A draft of the Tourism Strategy Background Report was submitted to the City of Yellowknife for review. The City's input was incorporated and the final Tourism Strategy was prepared.

Tourism Conditions

Global, National, Territorial Tourism Profile

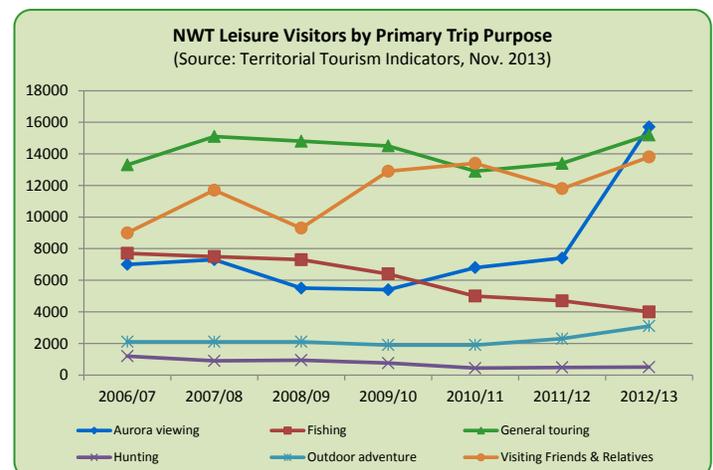
Global tourism is growing and shifting: Global tourism activity has been increasing for decades and growth is expected to continue for the foreseeable future. Between 2000 and 2013 global tourism increased by 4.7% per year on average (compared to an average annual population growth of 1.3%). Between 2013 and 2030, international arrivals are projected to increase by 66%. A growing share of global travel is originating in emerging (versus advanced) economies, largely due to a growing middle-class in countries such as China and Brazil.

International travel to Canada has been decreasing: Despite overall growth in global travel, the number of international visitors coming to Canada generally declined between 2002 and 2012, mostly because of a significant drop in U.S. visitation. While visitation from other (non U.S.) international markets increased over this period, this increase was nowhere near enough to offset the loss of U.S. visitors. Between 2012 and 2013, U.S. visitation to Canada increased somewhat for the first time in many years.

Domestic travel in Canada has been increasing: The decline in the number of international visitors coming to Canada over the last few years has been off-set by an increase in the number of Canadians travelling in Canada. Most Canadian tourism operators will remain heavily dependent on Canadian travellers for the foreseeable future.

Tourism activity in the NWT has started to rebound and Canadians will continue to be the Territory's primary visitor market: In 2012/13, approximately 76,400 leisure and business travellers visited the NWT and spent about \$107 million. Visitation to the NWT declined between 2007/08 and 2010/11 but has increased somewhat over the last couple of years. Approximately three-quarters of NWT visitors are Canadian. Most other visitors are from Japan and the U.S.

The primary trip purpose of NWT leisure visitors is shifting: Between 2006/07 and 2012/13, the number of leisure visitors citing hunting and fishing as the primary reason for their trip to the NWT declined. There has been a gradual increase in people citing 'visiting friends and relatives' and outdoor adventure as their primary trip purpose, and a recent significant increase in people citing aurora viewing. In all but two of the seven years shown below, general touring was the most commonly cited primary trip purpose.



The NWT Tourism marketing plan is built around 3 geographic markets and 6 themes: Marketing activities of NWTT are directed at North America, German-speaking Europe and Asia-Pacific (mostly Japan and China) and focus on the aurora, parks and wilderness, lakes and rivers, people and culture, northern realities, and meeting/convention/incentive travel.

Technology and social media trends are transforming the travel industry while Internet travel ‘testimonial’ sites such as TripAdvisor are changing how the web is used to make travel decisions, and mobile phone apps and maps are becoming today’s VICs of choice.

Trip trends include increasing interest in customized/personalized travel, experiential versus passive vacation activities, active vacations, ‘value-added’ opportunities, authentic experiences in new destinations, and cooking and culinary travel programs. Additionally, short, getaway holidays continue to represent a sizeable portion of total trips.

Traveller demographic trends include an increase in women only travel, an increase in multi-generation family travel, an increase in ‘Millennial’ travel (people currently 25-35 years of age), the ongoing aging of the travel market and, linked to the latter, an increase in active seniors travel.

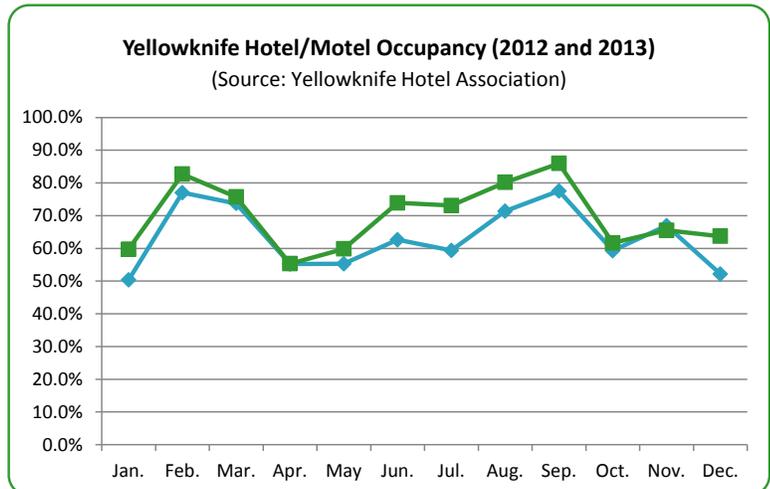
Yellowknife Tourism Profile

From a tourism supply perspective Yellowknife offers a range of assets.

Category	Supply
Natural Attractions	Aurora Lakes and rivers Scenic landscape Wildlife
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 10 facilities that can accommodate conferences (2 to 350 delegates)
Key Natural & Built Recreation Venues	12 city parks 1 Territorial park 7 trails Various sports venues 1 golf course Boat launches
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/or charter services 3 taxi, 1 shuttle bus and 5 rental car companies

Available tourism demand information provides some insight into tourism activity in Yellowknife.

Late winter and summer are Yellowknife’s busiest tourism months. Hotel occupancy peaks in February and March and 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%.



Campground use is increasing but there is a fair amount of unused capacity. Between 2009 to 2013, the number of overnight visitors staying at the Fred Henne Territorial campground increased by 19% rising from 7,879 to 9,373 (based on a four-month season), while overall occupancy increased from 46% to 56%.

Air passenger traffic is increasing. The majority of visitors to Yellowknife arrive by air and a high percentage of these passengers are in the NWT on business. In the 10 years between 2003 and 2013 traffic increased by 22%. In the one year between 2012 and 2013 traffic increased by 7% which represents an additional 30,000+ passengers.

Most VIC users are from Canada or Asia. Over the last few years, the majority of visitors who use the services of the downtown Visitor Information Centre (VIC) have been from Canada (60% to 70%) and Asia (largely Japan) (20% to 30%). The number of Asian visitors recorded at the VIC grew by 222% (+4,900) between 2008 and 2013.

Use of the Visit Yellowknife website has plummeted. While overall visitation to the downtown VIC increased by 81% between 2006 and 2013, use of the *Visit Yellowknife* website decreased by 80% over this same period.

Yellowknife visitor spending on accommodation in 2013 (not including campgrounds) is estimated at \$38 million. This spending estimate reflects the assumptions presented below. 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.

Estimated Direct Economic Impact of Yellowknife 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)

Lessons Learned from Other Communities

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. Both Fairbanks and Drumheller have a stand-alone Convention & Visitor’s Bureau (CVB)/Destination Management Organization (DMO) while, in Whitehorse, tourism responsibilities are divided between the City of Whitehorse and the Yukon Department of Tourism and Culture. Tourism management lessons learned from these communities include:

<p>Fairbanks, Alaska</p>	<ul style="list-style-type: none"> • 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.
<p>Whitehorse, Yukon</p>	<ul style="list-style-type: none"> • 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.
<p>Drumheller, Alberta</p>	<ul style="list-style-type: none"> • 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 form 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.

Strengths and Weaknesses

Below are the tourism strengths and weaknesses most frequently mentioned by participants in the Yellowknife Tourism Strategy interviews and survey (the numbers in brackets indicate the number of participants who gave each response). To review the full range of input, please see Appendix B of the *City of Yellowknife 2015-2019 Tourism Strategy Background Report*.

Top Tourism Strengths	Top Tourism Weaknesses
<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) • 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 (6) 	<ul style="list-style-type: none"> • Downtown aesthetics, litter, and empty stores (24) • Downtown public safety issues due to social issues and addictions (22) • Inconsistent 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) • Historically, the City hasn't recognized the value of tourism (9) • No tourist-focused walking/shopping area (9)



Opportunities & Tourism Roles of the City

Below are the comments most frequently mentioned by interview and survey participants in response to questions regarding Yellowknife’s top tourism opportunities and the tourism roles of the City of Yellowknife (the numbers in brackets indicate the number of participants who gave each response). To review the full range of input, please see Appendix B of the *City of Yellowknife 2015-2019 Tourism Strategy Background Report*.

Top Tourism Opportunities
<ul style="list-style-type: none"> • 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)

Top City Tourism Roles
<ul style="list-style-type: none"> • 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)



Tourism Goals and Actions

Tourism Goals

Based on consideration of the objectives of the City of Yellowknife for the tourism strategy project, input from stakeholders, the findings of the tourism profile and trends review, and the findings of the tourism strengths, weaknesses and opportunities assessment, it has been determined that the City of Yellowknife Tourism Strategy should focus on achieving the following three goals:

Goal 1: Enhance Yellowknife’s tourism management and partnership model. The potential of Yellowknife’s tourism industry is not being realized because a number of important tourism functions are not currently being filled, there is no dedicated tourism organization, and, stakeholders and operators are not communicating with each other as well as they could. These challenges can be addressed by filling important tourism function gaps, establishing a dedicated tourism organization, and improving communication between tourism stakeholders.

Goal 2: Increase destination awareness. 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.

Goal 3: Improve community tourism infrastructure and services. Once visitors come to Yellowknife it is important that they have a good visitor experience. 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.

Tourism Actions

The implementation of the following 25 actions (representing 18 initiatives) over the next five years will help enable Yellowknife to achieve the above goals and develop a vibrant and coordinated tourism sector in Yellowknife that is built on strong and effective tourism partnerships.

Actions in support of enhancing Yellowknife’s tourism management and partnership model

Action 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). Once a Destination Management Organization (DMO) is established (see also Action 8), the Meetings and Marketing Coordinator position should be transferred to the DMO.

Action 2: 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 *Tourism Strategy*, 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 *Cities, Towns and Villages Act* in order to give the City the authority to implement a hotel tax within City boundaries.

Action 3: 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 NFVA should be maintained for the next contract term. Once a DMO is established (see also Action 8), this contract can be reviewed and adjusted.

Action 4: 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. Work with the NWTT conference committee to organize annual one-day or half-day sessions for Yellowknife tourism stakeholders/operators to: facilitate the building of tourism industry relationships; provide professional development opportunities for operators; 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 13).

Action 5: Continue City participation on the NFVA Board and the NWTT Tourism Marketing Committee. It is important that the City staff continue to participate in key tourism organizations to serve as a liaison between the City and tourism organizations and to 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).

Action 6: Seek City representation on the NWT Tourism Board of Directors. While the City of Yellowknife currently has a link with NWTT through a seat on the NWTT Tourism Marketing Advisory Committee, it would benefit from a closer partnership with NWTT and should seek representation on the NWT Tourism Board of Directors.

Action 7: Engage local First Nations in tourism. Many visitors, especially international visitors, are very interested in learning about First Nations culture. As a starting point for enhancing First Nations involvement in tourism:

- a) Invite representatives of the Dettah and N'dilo First Nations to attend the Yellowknife-focused tourism sessions (see Action 4) and participate in customer service training sessions (see Action 14); and,
- b) 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.).

Action 8: 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.). A not-for-profit DMO should be established once hotel/tourist accommodation tax revenue is flowing (see Action 2). Once the DMO is established, 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).

Actions in support of increasing destination awareness

Action 9: 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: developing a Yellowknife-focused meeting planners guide (which could build on the information in the NWT meeting guide); seeking conference bid opportunities and coordinating conference bid packages; organizing and hosting familiarization tours for conference planners; and, liaising with the (proposed) NWT Tourism territorial conference bureau.

Action 10: 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: creating a destination marketing plan; developing and implementing targeted marketing campaigns in consultation with relevant tourism partners; working with the NFVA to create one, well-optimized, Yellowknife tourism website; establishing a centralized, comprehensive, user-friendly Yellowknife online festivals and event calendar; working with tourism operators to encourage the creation and promotion of Yellowknife tourism packages; and producing 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.).

Action 11: Allocate a share of the (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 should be allocated to eligible festivals for capital/operating purposes. The hotel tax administration process should identify eligibility criteria for festival funding (e.g., not-for-profit status of applicant organization, festival length, target markets include out of town participants and spectators, and a promotions/advertising plan that targets out of town participants and spectators).

Action 12: 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.

Action 13: 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 and should reflect the city's tourism character.

Actions in support of improving community tourism infrastructure and services

Action 14: Help support and coordinate customer service training sessions in partnership with other levels of government (i.e., GNWT ITI and ECE). A range of stakeholders 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. As such, it is recommended that the City work within a committee structure with other orders of government (e.g., ITI and ECE) to facilitate cross industry customer service training programs, in order to help support and coordinate regular customer service training sessions in Yellowknife. This initiative could also include the involvement of the Chamber of Commerce and/or CDÉTNO.

Action 15: 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. In order to address this issue, it is recommended that, in partnership with downtown businesses, the City's Spring Clean-up initiative be expanded into a spring/summer monthly downtown clean-up and litter collection program, and that effort be put into promoting participation in the City's existing 'Adopt-a-Street Program' and ensuring that participating groups have easy access to adequate garbage bags and bag pickup services.

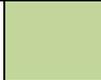
Action 16: Improve tourism directional signage at key downtown intersections. Tourism can be used to promote Yellowknife's brand, to guide visitors safely to their destination, and to direct visitors to businesses and community tourism assets of which they might not otherwise be aware. Yellowknife tourism 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).

Action 17: 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 planning priorities should include: ongoing downtown revitalization and beautification activities, including maintenance/upkeep of previous revitalization and beautification initiatives; and, completion of the redevelopment of the Government Dock to enhance visitor access to lake-based recreational activities. If the City proceeds with proposed plans to redevelop 50th Street to include a Visitor Information Centre, this facility should include public washrooms.

Action 18: 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), assessment of the viability of building a dedicated conference facility capable of hosting larger conferences should be conducted in the long-term.

Implementation Schedule

Actions to be done by the City 

Actions the City will initiate but the DMO will continue once established 

Actions to be done by the DMO 

Strategies and Actions	Yr. 1	Yr. 2	Yr. 3	Yr. 4	Yr. 5
Goal 1 - Enhance Yellowknife's tourism management and partnership model					
Action 1: Hire a Meetings and Marketing Coordinator (MMC)					
Action 2: Pursue authority from the GNWT to levy a hotel (tourist accommodation) tax					
Action 3: Maintain the role of Northern Frontier Visitors Association for the next contract term or until a DMO is established.					
Action 4: Continue participating in the organizing committee for annual NWTT Conference & AGM and, for Yellowknife-based conferences, help organize/support an add-on, Yellowknife focused session					
Action 5: Continue City participation on the NFVA Board and NWTT Tourism Marketing Committee					
Action 6: Seek City representation on the NWT Tourism Board of Directors					
Action 7 (a): Involve First Nations in Actions 4 (Yellowknife focused sessions) and 14					
Action 7 (b): Determine First Nations interest in incorporating an aspect of their culture as part of the NFVA space at the airport terminal building					
Action 8: Establish a Convention and Visitors Bureau (CVB)/Destination Management Organization (DMO)					
Goal 2 – Increase destination awareness					
Action 9: Support the growth of conference tourism					
Action 10 (a): Create a destination marketing plan					

Strategies and Actions	Yr. 1	Yr. 2	Yr. 3	Yr. 4	Yr. 5
Action 10 (b): Develop/implement targeted marketing campaigns			→		
Action 10 (c): Create one, well-optimized tourism website					
Action 10 (d): Establish a centralized, comprehensive online festivals/events calendar					
Action 10 (e): Encourage the creation and promotion of tourism packages			→		
Action 10 (f): Produce a 1-page, updated, colourful city map					
Action 11: Allocate a share of the (proposed) hotel tax revenue to signature (multi-day) festivals				→	
Action 12: Incorporate tourism into the City brand					
Action 13: In partnership with the NFVA develop and deploy a summer mobile tourism kiosk			→		
Goal 3: Improve community tourism infrastructure and services					
Action 14: Help support and coordinate customer service training sessions in partnership with other levels of government (i.e., GNWT ITI and ECE)			→		
Action 15: 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			→		
Action 16: Improve tourism directional signage at key downtown intersections					
Action 17 (a): Continue and prioritize downtown revitalization including upkeep of previous revitalization activities			→		
Action 17 (b): Complete Government Dock redevelopment to enhance visitor access to lake-based recreational activities					
Action 18: Assess viability of building a convention facility					

Measuring Performance

As part of the implementation of this tourism 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 the 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 following list of recommended indicators.

Category	Measure
Accommodation	<ul style="list-style-type: none"> • Hotel occupancy (%) • Hotel occupancy (% chg. prev. yr.) • Revenue Per Available Room (RevPAR) • RevPAR (% chg. prev. yr.) • Hotel Tax revenue • Campground occupancy (Fred Henne)
Visitation and Spending	<ul style="list-style-type: none"> • Total # of visitors to Yellowknife (business and leisure) • Total spending by visitors to Yellowknife (business and leisure)
Airport Traffic	<ul style="list-style-type: none"> • Total air passengers • Total air passengers (% chg. prev. yr.) • Total air passengers (% leisure visitors)
Visitor Info Centre	<ul style="list-style-type: none"> • # of visitors to downtown Visitor Info Centre • # of visitors to downtown VIC (% chg. prev. yr.)
Online/Social Media	<ul style="list-style-type: none"> • # of tourism website hits • # of website hits (% chg. prev. yr.)
Other Measures	<ul style="list-style-type: none"> • # 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