

**Yukon Tourism Stakeholder Roundtable
27 July 2017**

Transcription of Conversation Outcomes

The following is a transcription of the notes that were generated by participants through the course of a sequence of facilitated conversations. The wording reflects exactly what was written by participants.

Conversation #1: Tourism Conversation Cafe

Question: From your perspective, thinking about YG Tourism crafting and initiating a “Tourism Development Strategy”...

- **What does YG need to know/explore about tourism in Yukon?**
- **What are opportunities and challenges to growing tourism that need to be explored and taken into account in a YG tourism strategy?**
(Note: Not proposing solutions—just identifying topics/issues/opportunities.)

Outcomes:

- One government with a sustainable approach:
 - Infrastructure (physical and human)
 - Land-use planning
 - Key markets (Europe/Asia/Domestic)
- Important to recognize the diversity of tourism in the Yukon
- Important to clarify the role of YG: The role of government should be to support the needs of industry and respond to its needs, not set direction for industry—be available to lend expertise and support
- Balance: Environment, visitor volume and flow
- Awareness:
 - Market to right audience—don’t expect Vegas
 - Take advantage of reality TV
 - Careful what we ask for! Manageable
- One Government/Collaboration
 - Visitor Centre models—sell product
 - Timelines
 - Coordination
- Product/Experience Development
 - Quality standards
 - Assist entrepreneurs—staffing, training and infrastructure
- Experience + Product Growth
- Community + Capacity Development
- Infrastructure (road access, air, signage, staffing)
- Clearly define business development path to product creation
- Bridge the gap in Arts and Culture and Tourism
- Address challenges in capacity and resiliency (e.g., events, businesses)
- Inter-governmental infrastructure management (e.g., staffing, housing, roads, land, highway)
- Developing a tourism strategy for and with each community
- Greater understanding and awareness of First Nation’s within the Yukon—our Visitor Centre staff across the Territory to be aware
- What does the 1 Government approach mean?
- Develop and enforce regulations for wilderness tourism and other industries
 - I.e., wilderness regulations not being enforced
 - I.e., lack of regulations with respect to recognize ‘authentic’ Yukon arts and culture
 - Develop professional standards
- Ensure dialogue is occurring with ‘non-traditional’ sectors and support is there for new and potential stakeholders (those who are currently not at the table)

- Training and education of local workforce / impacts of wage/labor costs on tourism sector
- Communities have to benefit equitably from tourism opportunities and resources
- Stakeholders are open to public/private partnerships for tourism
- Labour force issues: low unemployment rate in territory; tourism typically low-paying, high stress; gaps in training opportunities. Need pro-active approach to attracting a larger workforce and enabling training
- Challenge: community organizations are already spread thin and often have to focus on more urgent/immediate issues
- Need to be sensitive to environmental, socio-economic, social and cultural impacts of tourism development and associated services
- It is fine for YG to philosophically agree to function as one government but think about how that will unfurl operationally at service levels
- Strategy should consider the different motivations and roles of businesses, non-profits, [and] governments for supporting Yukon tourism objectives
- Strategy should include adequate consideration and planning for management and handling of garbage, litter, waste and environmental degradation that will and does come with growth
- Pre-plan for large Chinese influx
- Unity in market messaging between government and communities
- We need a “Pathway to Tourism” initiative to enhance/maintain roads and airports

Conversation #2: TRIZ Process (The Theory of Inventive Problem Solving)

Question: What will make the development of a Yukon tourism development strategy a genuinely UNSUCCESSFUL process for stakeholders and for YG?

- Minimize breadth and depth of stakeholder consultation
- Continuing in a silo approach
- If we don't build flexibility into the strategy to acknowledge that it's not one size fits all
- If we ask NWT Tourism to design the strategy
- Exclude communities and members
- Focus on only one group of stakeholders (e.g., wilderness sector)
- No meaningful engagement with stakeholders (no listening, no inclusion, overlooking diversity and local experience)
- Don't need consensus and long-term commitment to vision and path ([fail to...] determine scope and priorities)
- Not facilitate a dialogue between all stakeholders at all levels
- NOT listen
- Being unrealistic (goal, #, assumptions)
- Follow/sell pre-conceived notions
- Not take capacity into consideration (\$\$, HR, infrastructure, etc.)
- If we are tactical, not strategic
- If we don't meaningfully engage and acknowledge what our stakeholders have said
- If we set unrealistic expectations for the process
- If we are not transparent and open with communication
- Don't be innovative (training, housing, social infrastructure)
- Don't get buy-in from stakeholders
- Commercialization of culture
- No consultation or inclusion
- Unfocused objectives
- Lack of communication
- Miscommunicate expectations on outcomes between First Nations, industry and YG
- Work in isolation as a YG branch
- Underplay the role of arts, heritage and culture
- Provide no funding/support for implementation and next steps
- Don't consider 'elements' that support tourism (infrastructure, policy, etc.)
- No on-going inclusive stakeholder consultation

- No plan for education, training and infrastructure (aka, capacity development)
- No action plan with scheduled evaluation and review
- Do not use Yukon tourism’s strengths and ignore the weaknesses
- Ignore new ideas and best practices
- Ignore our successes
- Get lost in YG bureaucracy and politics
- Ignore stakeholders
- Focus only on Whitehorse
- Assume every other community has the same product, capacity and interest

Conversation #3: Consulting Walk

The task:

Identification and convergence around what will make the development of a Yukon tourism development strategy a genuinely successful process for stakeholders and for YG.

With the task in view, and bearing in mind the potential stumbling blocks:

Each table group devise a draft proposal for YG Department of Tourism—a few succinct points—to ensure a successful *process* for developing a Yukon tourism development strategy.

Table Group Proposals:

Group A

Goal:

- Engage tourism businesses and others to hear and share their perspectives (e.g., taxi operators)
- Create TDSC—YG Departments, stakeholders, others—no consultant-led approach
- Reach individuals—as many as possible
- Engage outside companies / trade / ops (e.g., world trends, best practices, expectations, needs)
- More than just community meetings—knock on doors
- Hold public meetings for ‘non’ identified tourism experience providers — ambassadors
- **Recognize a client-centred approach** [emphasis the group’s]
- Follow up with everyone—community leaders, NGO’s, individuals outreach [Sic]

Outcome:

- Realistic, wanted and needed approach to development
- With a realistic budget and realistic timeline to deliver
- Then with \$\$ to implement and support

Group B

Definition: ‘Community’ = municipality, First Nations, Business, Individuals

Community participation at the outset of the planning and facilitation of community engagements (bottom-up consultation)

- Provide community with proposition, facts, data, research, evidence
- Prepare advance notices, invites and facilities
- Ensure not to lead, but, listen to community concerns
- Ensure community that all opinions will be considered, and there is **no wrong, bad or stupid** opinions [emphasis the group’s]
- The proponent ensures that information gathered is available for community review—i.e., web page, newsletter

Support

Integrated tourism development strategy team (YG, community [FN, municipality...], industry, NGO)

Group C

1. Well defined consultation process that is flexible and comprehensive—that demonstrates differences between stakeholder groups

2. Clear identification of roles and responsibilities associated with the strategy development
3. Economic-focused approach, that clearly articulates the importance of increasing the economic importance of tourism and that includes culture. It is tourism development strategy. Culture is an important component of tourism.
4. Frequent, transparent communication on the process

Group D

- During the second phase of the project we expect that principles will be identified, and desired outcomes will be chosen
- A series of roundtables should be convened, each table tasked with designing a roadmap/action-plan to achieve the desired outcomes
- Roundtables need to ensure participation of existing industry players, potential entrants, other industry groups, governments, etc.
- Roundtables would be iterative, with back and forth dialogue taking place
- Clear definition of principles/outcomes is the key
- Critical to success:
 1. Resources to the desired outcome are identified
 2. Tasking of the tables to design and stay engaged in the implementation
 3. Adherence to the prioritized outcomes

Group E

1. Research—current situation, world trends. Include 3rd party
2. Establish working group (Tourism, culture, EcDev, Parks, FN rep., stakeholders)
3. Community visits—consultation/stakeholder groups. Use technology—increase participation
4. Summary of visits/outcomes—share with all
5. Strategy draft
6. Seek feedback—consult
7. Evaluate plan/existing programs
8. Finalize plan/launch—stakeholder celebration
9. Implementation

Group F

1. Identify all stakeholders
 2. Research and collect pertinent data as well as best practices
 3. Consult with stakeholders*
 - Business
 - First Nations
 - The Public
 - NGO's
 - Other YG departments
 - Non-related industries (e.g., mining, forestry)
 - Communities
 - Meetings are community-led. i.e., mayor, council, Chief, elders, Dev Corps.
 4. Use Social Media and online opportunities—surveys, notices, live streaming, feedback
 5. Develop Draft #1
 6. Round 2 of consultation
 7. Creation of final plan
 8. Implementation of the plan
- *Note: Have isolated group consultations (e.g., WTAY members) but also a cross-section (e.g., wilderness tourism operators/First Nations and community reps in the same room) to develop “co-creation.”

Group G

Proposal for Successful Process

- Create mind-map of all involved stakeholders and understand relationships between them and their interdependencies
 - Incorporate input of all stakeholders
- Regular communication—milestones, challenges, ideas, steps forward
- Co-creation approach that includes public engagement
- Realistic scope and timeline for achievement and monitoring process to stay on track while incorporating necessary new information/circumstances (=adaptability)
- Commitment to the process/desired outcome (\$\$, human resources, focus)
- Travel to communities to get their input and understand individual needs/opportunities
 - Invite communities to host/facilitate—listen to what they say
- Engage with Yukon First Nations individually, along with their development corps.
- Consider what has/hasn't worked in the past—review best practices—both in tourism development growth AND in gov't/stakeholder co-creation opportunities

Group H

1. Establish diverse, reflective steering committee to do the following:
 - Develop the guiding principles and vision (should include adequate budget to do wide consultation)
 - Define goals, scopes, limits, etc.
 - Is involved from beginning to end on a continuing basis (feedback loop)
 - Feedback to stakeholders through process
2. Hire consulting and engagement team that includes community liaisons to ensure deep consultation
 - Continuous feedback to steering committee
 - Will also include research, SWOT, funding, landscape, etc.
 - Best practices from outside success stories and Yukon successes
3. Establish communications plan to engage all Yukoners/stakeholders (including 'outside') in the process
4. Develop strategy draft framework—feedback from stakeholders
 - Identifying key issues for development
 - Budget impacts
 - Take back to communities

Group I

1. RFQ then RFP
2. Establish a steering committee to guide the consulting team. E.g., YG departments, First Nations, Tourism Associations, ...more representatives of stakeholder groups
3. Hire a consulting team that has:
 - Knowledge of tourism (and take cross-cultural training)
 - Knowledge of Yukon
 - Knowledge of industry and market
 - Knowledge of Yukon First Nations culture/all cultures
 - Experience with strategic planning
4. Establish a communications plan
 - ID: Stakeholders and community tourism champions
 - Ensure stakeholders are engaged
5. Conduct engagement sessions and learn about visions, challenges, opportunities and issues relating to tourism development for Yukon

Conversation #4: Review of the Day: What, So What, Now What?

What?

- On the same page
- More inclusive

- Engaged participants
- Lots of jargon—need to use a common language
- Tourism is about “what a visitor will pay for”
- There is an expression of the need to engage communities
- Open to possibilities
- Solid commitment from diverse stakeholders to work together to grow tourism

So What?

- Concern with ensuring all YG departments are aligning
- Importance of being realistic about expectations and feasibility
- Ensuring the voices of stakeholders are included
- General understanding that well-planned tourism development is good for Yukon

Now What?*

- Important to make a personal commitment to support the process moving forward
- YAC: How can we help each other?
- Q: When will we receive notes from this session? A: ~2 weeks
- Q: When will we know what the engagement process looks like? A: The Fall

*Note: The “Now what?” conversation was primarily for personal reflection.

Welcome!

Yukon Tourism Stakeholder Roundtable 2017

Introductions:

- Who are you?
- What is the role that brought you to this roundtable? (I.e., what 'hat' are you wearing today?)

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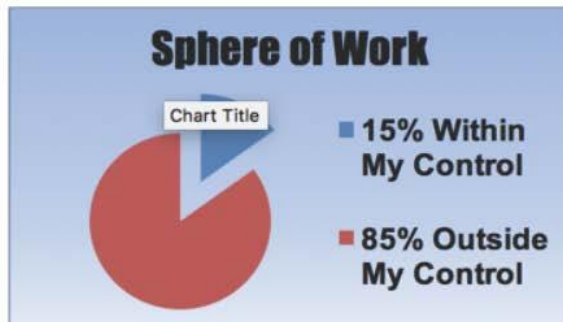
Some guidelines for today...

1. Turn judgement into curiosity
2. Turn disagreement into shared exploration
3. Turn defensiveness into self-reflection
4. Turn assumptions into questions

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Some guidelines for today...

The 15% Solution



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Impromptu Networking:

- When I think of tourism and Yukon, what comes to mind is...
- A big question that I am bringing to this roundtable is...
- What I hope to give and to receive from this roundtable is...

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The story of tourism and Yukon

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The story of tourism and Yukon

Thinking of your experience/perspective in Yukon with respect to Tourism, what are 2 – 3 things that strike you as part of this story?

- good or bad
- internal or external
- events, people, organizations, decisions.

No right or wrong answers - only what occurs to you.

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Tourism Conversation Cafe:

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Tourism Conversation Café Guidelines:

- Suspend judgement as best you can
- Respect one another
- Seek to understand rather than persuade
- Invite and honour diverse opinions
- Speak what has personal heart and meaning
- Go for honesty and depth without going on and on and on...

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TRIZ:

(теория решения изобретательских задач—The Theory of Inventive Problem Solving)

Today's task:

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(Note again: We are not talking about a successful strategy, but the process of developing a strategy.)

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TRIZ:

Identification and convergence around what will make the development of a Yukon tourism development strategy a genuinely successful process for stakeholders and for YG.

(Note again: We are not talking about a successful strategy, but the process of developing a strategy.)

Make a list of everything that could be done to make sure that Yukon achieved the worst result imaginable with respect to developing a Tourism Development Strategy.

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Consulting Walk:

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