

LEGISLATIVE RETURN

SUBMITTED BY: Hon. Jeanie Dendys



1. On _____,

asked the following question during the Oral Question Period at page(s) _____ of *Hansard*

submitted the following written question – WQ No. _____

gave notice of the following motion for the production of papers – MPP No. _____

RE: _____

OR

2. This legislative return relates to a matter outstanding from discussion related to:

General Debate on Vote 54, Department of Tourism and Culture, in Bill No. 201

on June 13, 2017 at page(s) 923 of *Hansard*.

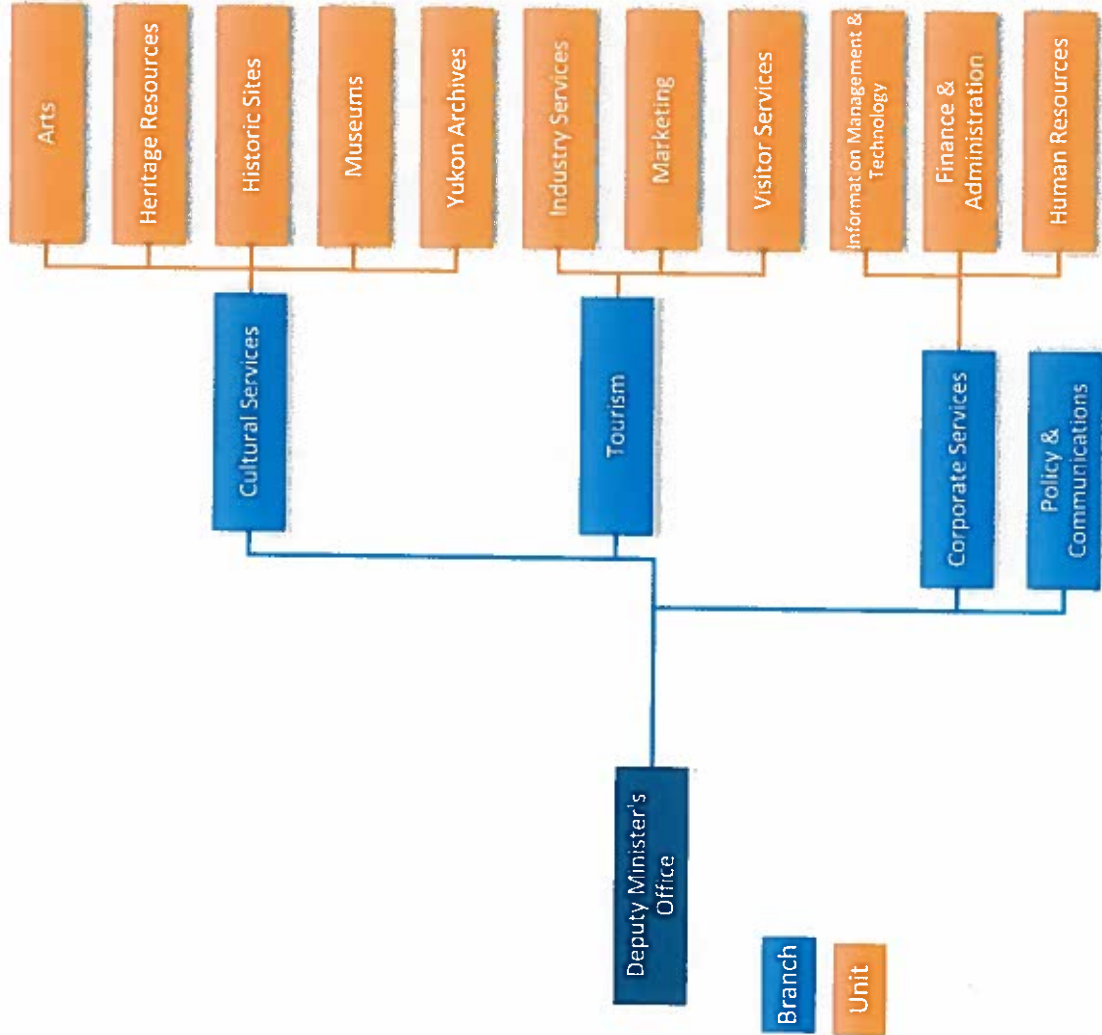
The response is as follows:

Please see attached response.

October 3, 2017
Date

[Signature]
Signature

Department of Tourism and Culture Organizational Chart



Requests:

- Copy of the organizational chart for the department – See attached.
- Copies of the strategic plan – The Department of Tourism and Culture is preparing a business plan. The department would be happy to provide a copy of it once it has been completed. The work of the department continues to be guided by operational-level branch and unit plans.

Questions:**Museum Strategy**

1. Is there an overall museum and cultural centre strategy?

The *Yukon Museums Policy and Systems Plan* (1986) and the *Yukon Museums Policy* (1989) and the *Museum Artifact Conservation Policy* (1992) continue to be the foundational documents for funding and support services for Yukon museums and First Nation cultural centres.

- a. Does that strategy have in it some means of replacing the current — what one would call an ad hoc approach to funding, or providing resources to arts and cultural infrastructure capital programs for those organizations to assist in the planning, the construction and/or renovation of cultural facilities?

While the Yukon Museums Strategy (2005) has largely been completed, we are examining future strategic initiatives in this area. For instance, one of our commitments is to, “Initiate development of a broad-based arts and culture policy to support growth in the cultural industries sector” followed by strategy development and implementation. We are in the early stages of scoping the sectors for inclusion in this initiative.

Tourism Strategy and Arts and Culture Strategy

2. Can the Minister explain how the museums and cultural centres are nested into the overall tourism strategy?

Culture and tourism are intrinsically linked. This notion is behind everything we do in the Department of Tourism and Culture to support both sectors.

The Department of Tourism and Culture provides funding to 11 museums and seven First Nations cultural centres. For 2017/2018, this amount will total just over \$1.8-million. In addition, the department is on track to provide \$145,000 in funding to the newly established Carcross/Tagish Learning Centre.

There are six common themes used to market Yukon of which heritage and culture is one. Museums and cultural centres are nested under that theme and overlap into others as well.

Our wide-reaching engagement on the tourism development strategy will involve many cultural industry stakeholders. Their input will be invaluable in helping to raise the profile of museums, cultural centres, the arts and many other cultural experiences to potential visitors. Culture is ingrained in tourism and the tourism development strategy will help reveal new connections and new ways that tourism and culture can complement each other.

3. Is there a long-term arts and cultural strategy?

The Arts section's strategic plans and initiatives are created to align with the principles in the Yukon Arts Policy which was created in consultation with the community and ratified in 1997. For the next few years, as outlined in the mandate letter and articulated in the action plan of the Yukon Arts Policy, the department will focus on developing a strategy for the cultural industries sector through a government-wide approach.

Strong cultural industries are fundamental to the long-term growth and success of our arts and culture sector and are also an economic driver for our community.

There are already programs in place such as those through the Media Development unit in the Department of Economic Development and the Cultural Industries Training Fund which our department oversees with funding through the Department of Education. However, a long-term strategy with defined objectives will help ensure the future success of this sector. In addition, the work of the department is guided by the Yukon Visual Arts and Craft Strategy, which was revised in 2013 and outlines the sector's strategic priorities. Ensuring there is a flourishing and unique creative community in the territory is beneficial to Yukon residents as well as to the visitors that we seek to attract.

a. Is that nested into the broader tourism strategy?

The new tourism development strategy will be an opportunity take a step back and reexamine how well the arts, culture and heritage sectors are integrated with tourism development and marketing, and vice versa. We'll be looking at the links among our various sectors with the aim of ensuring they are all aligned and that they complement one another.

4. What are the terms of reference for the tourism strategy?

The Department of Tourism and Culture is taking the lead on the tourism development strategy which will be a multi-year, goal-oriented approach to grow tourism in Yukon. There are two main elements in the development of the strategy:

The first is Stakeholder engagement:

Greater alignment requires meaningful engagement and collaboration with stakeholders including tourism industry businesses, non-governmental organizations, governments (other YG departments, Yukon First Nations, municipal governments) and the public. Through stakeholder engagement sessions across the territory, we will learn more about opportunities, issues and priorities in growing tourism in Yukon. These sessions will also aid in role clarity, understanding of responsibilities of stakeholders and Yukon government and foster closer working relationships amongst all stakeholders. We have already hosted a successful roundtable in July, 2017 where we heard from a wide-range of tourism and culture stakeholders.

The second is researching a one-government approach:

Through research we will examine the approaches of leading destinations to better understand best practices and key initiatives to coordinate government initiatives that lead to their success. This will include a detailed look at how governments have supported the enhanced growth and development of tourism within their specific regions including the types of approaches, policies or initiatives that have been implemented to move the sector forward. Destinations like New Zealand, Iceland and Australia are viewed as leaders in the world of tourism and much can be learned from understanding how they achieved success, specifically in the integration of heritage, culture and tourism.

The outcome of this engagement and research will be the development of a multi-year, goal-oriented strategy for growing tourism in Yukon that aligns our priorities so we can collectively make better investment decisions that sustainably balance tourism growth and the socioeconomic benefits the industry provides Yukoners.

The time is right to take tourism to the next level in Yukon. With the Yukon government as the lead, we will engage, align and collaborate with our stakeholders, learn from the success and lessons of other destinations and develop a path forward to grow tourism, together.

School of Visual Arts in Dawson City

5. In the mandate letter, it speaks about developing an Indigenous fine arts program at the Yukon School of Visual Arts. In light of that, I would ask the minister how this links to the whole-of-government approach. One of the huge challenges that SOVA faces right now is being able to attract students to Dawson City because there is no place to live. What kind of mechanism is built into what the government is doing? Has it reviewed or will it be reviewing the funding base for SOVA?

The School of Visual Arts in Dawson City (SOVA) operates under the umbrella of Yukon College and their funding comes through the Department of Education. Although

the Department of Tourism and Culture has provided some project funding to SOVA over the years for special projects, our role to date has been to share expertise as required by the program areas developed at the college. As such, we are pleased to work alongside other government departments to explore the development of an Indigenous fine arts program.

Entrance to Whitehorse

6. When you turn right there and you look on the left and you see the berm that was created by a previous Yukon government — previous to the last one — that allowed the taking away of all of the gravel to fill in the wetlands to build a Wal-Mart and whatever, and then just said to whoever did that development, “Don’t worry; you don’t have to plant any green anything there; just scrub.” So it’s an industrial area. It looks like — well, you just put in whatever you want to fill in the blanks with — but it is not a welcoming introduction to our city. I can’t understand why that would not be a Tourism, Highways and Public Works, and City of Whitehorse initiative to beautify the entrance to that area. I would ask the minister what conversations may have occurred on that.

The Department of Tourism and Culture works closely with Highways and Public works and the City of Whitehorse. Recently, the department participated in the City’s Downtown Planning workshops, which included discussions about enhancing the Robert Service Way entrance to the city. As far as we are aware, there have not been any discussions about beautifying the Two Mile Hill entrance.

Yukon Now Marketing Program

7. I will ask the minister in response to indicate what evaluation was done at the first two years of that program?

The key focus of the Yukon Now program is to increase awareness of Yukon as a year-round travel destination for Canadian travelers. The major indicator that we use to measure its success are shifts in that level of awareness.

The Phase 1 post campaign research, conducted by the independent firm Insignia Market Research Inc. of Toronto, concluded that the federal government’s and the Yukon government’s funding of the campaign should be considered a success.

The research concluded that the funding allowed for the expansion of Tourism Yukon’s marketing and advertising efforts, which directly contributed in an overall boost to Yukon’s brand standing in the Canadian market and very likely a net increase in travel to the territory. The research also recommended that the campaign be extended in 2016 and beyond. (See below for more details).

8. I would like to know the breakdown between domestic — and where else is the money being spent?

Approximately 77 per cent of Tourism Yukon's share of the overall budget for Phase 2 of the Yukon Now budget is being spent in Canada / U.S. (i.e. domestic), with the remainder being invested in the international markets or on projects with a global reach.

a. On what basis was it evaluated that it was a success?

b. What are the indicators?

A post Phase 2 Yukon Now campaign awareness survey (now referred as brand tracking) which will be completed at the end of August 2017, is already showing promising results and we continue to have an impact on Canadians' awareness of Yukon as a destination.

c. What are the indices of success for the previous expenditure of the \$3.6 million?

The post campaign awareness survey conducted in spring 2016, measured a number of key indicators as follows to help us evaluate the effectiveness of the investment, as follows:

- The number of Canadians likely to visit Yukon in the next two years has doubled, up from two per cent to four per cent;
- more travelers are more open to visiting Yukon for near-future travel, up from 16 per cent to 19 per cent;
- the image of Yukon has improved significantly over the course of the campaign, with greater interest in: seeing the northern lights, summer travel, local culture and customs, trying local cuisine, authentic Aboriginal experiences, and driving to Yukon;
- Yukon tour operators provided anecdotal information that many travelers contacting their businesses referenced the Yukon Now marketing program and its related elements (such as the television commercials) as major factors in their decision to choose Yukon as their vacation destination.

These indicators show us that the commercials are having an impact on Canadians' awareness of Yukon as a destination.

There were also indicators that visitation to Yukon was up since the commercials started airing in 2015. The impact on visitation numbers would have started appearing in 2016:

- Air arrivals were up eight per cent in 2016 over 2015 (January-October);
- Visitor information Centre visits were up 18 per cent in 2016 over 2015 (January to October)*;
- One or more night's visitation (meaning visitors are staying in Yukon rather than passing through) is up 11 per cent in 2016 over 2015;
- Border crossings were up two per cent in 2016 over 2015 (January to October). Total border crossings by Canadians were up nine per cent. (CBSA - Canada Border Services Agency border crossing statistics numbers);

* Visitation is for the Whitehorse, Watson Lake, Carcross, Haines Junction., Beaver Creek and the Erik Neilson Whitehorse International Airport Visitor Information Centres. The Dawson City VIC statistics were removed because mid-way through the visitor season the methodology of how visitation was estimated changed precluding an objective year-over-year comparison.

The indicators noted above will continue to be measured in order to evaluate Phase 2 of the Yukon Now project.

- d. On what basis are you going to be evaluating the expenditure of this to see whether or not ultimately we will invest in marketing as a matter of course and what are we looking to do?

As noted above, the key focus of the Yukon Now program is to increase awareness of Yukon as a year-round travel destination for Canadian travelers. The major indicator that we use to measure its success are shifts in that level of awareness.

9. I'm looking for the minister to describe in her response what the difference in the approach for this determination of the economic benefit of tourism and how we will know whether or not what we're spending is making a difference, so

- a. What are the indices that are being measured?

Assessing and reporting the economic impact of tourism in a region is multifaceted and includes reporting visitor spending, business revenues attributable to tourism, tourism's contribution to Gross Domestic Product (GDP) and tourism labour market information including jobs, compensation and hours worked.

- b. How are they being measured?

Visitor spending is captured through visitor surveys and the next visitor survey for Yukon will begin in October 2017 and run through until September 2018. This survey is being conducted by the Yukon Bureau of Statistics (YBS) on behalf of the Department of Tourism and Culture. In 2012/2013, visitors to Yukon spent approximately \$189 million in Yukon, with about \$114 million during summer months (up from \$87 million in summer of 2004) and \$75 million being spent during the winter months.

Business revenues attributable to tourism are captured through the Yukon Business Survey conducted by the YBS. The next Yukon Business Survey will take place this year with businesses reporting on revenues from 2016. In 2014, Yukon businesses attributed \$226.9 million of their gross revenue to tourism.

1. Tourism's contribution to Yukon's GDP is also captured through the Yukon Business Survey conducted by the YBS. In 2014, the total GDP attributable to tourism was \$95.9 million, which represents 3.9 per cent of total GDP in

Yukon. Yukon is second to Prince Edward Island in terms of the proportion of GDP attributable to tourism.

2. Labour market information including jobs, compensation and hours worked is captured by Statistics Canada through the Provincial-Territorial Human Resource Module. In Yukon, there are approximately 3,000 jobs (representing 11 percent of the total jobs) in the tourism sector with total compensation estimated at \$96 million. Yukon's growth in the number of tourism jobs and total compensation to tourism employees between 2011 and 2012 was the highest in Canada.

- c. What are they measuring and what's the intended use of the information?

When combined, visitor surveys, the Yukon Business Survey and labour information from Statistics Canada provide an overview of the impacts tourism has on the Yukon's economy.

Night Sky Tourism

10. I just want to ask the minister what contribution is the Department of Tourism and Culture making to the Royal Astronomical Society of Canada with respect to their efforts. I know this is a joint effort that will require Highways and Public Works' cooperation with the City of Whitehorse, but Highways and Public Works in particular in terms of night sky tourism — a market that is becoming less and less available around the world, but is still available in the Yukon if it's not mishandled.

Tourism Yukon has supported initiatives undertaken by the Yukon Astronomical Society (YAS), which is affiliated with the Royal Astronomical Society of Canada.

For example, a project involving Tourism Yukon, Air North and the YAS is currently underway that will see the partners promote a night sky aurora flight in November. The flight will be the first of its kind in the northern hemisphere in that it will be the first to take off from within the aurora band. A similar flight has occurred in New Zealand (over the Antarctic) and a flight was operated from London, England over Scandinavia to see the aurora. Both projects received considerable interest from the public and the media and we anticipate positive coverage in the media as a result of the Yukon initiative. The hope is that the resulting media focus will serve as a springboard to assist Air North and YAS to offer further flights in future.

The Department of Tourism and Culture is also currently working with YAS on the design and delivery of a 'Star Party' event scheduled for October, 2017. The Society has been working very closely with Air North and other Yukon government departments to create experiences and opportunities to view and learn about the night sky around the event.

YAS also received funding from Economic Development to conduct a feasibility study for building an observatory last year, and this year, they received funding for the construction of the observatory at their site near Takhini Hot Springs.

Hansard below for full text:

Department of Tourism and Culture

Ms. Hanson: In light of some information that I shared before the Sitting with the minister, I just want to raise a number of questions and put them on the record and ask her to send, by means of a written response to these questions — and there will probably be others because I am mindful of the time.

I thank the officials for being here today. They weren't the same officials — I don't think all of them anyway — at the briefing on the budget. At that budget briefing, as we have with all departments, we requested a copy of the organization chart, so we would appreciate having a copy of the organization chart for Environment.

We had also asked — because where it is not available on the website — for copies of the strategic plan for each department so that, when we're talking about marketing operations or industrial whatever, we actually know what is intended in that section of the department, what expected outcomes there are, who is doing the deliverables and what those deliverables are. So we would look for the minister in return to provide that.

There are a number of interesting comments and matters that have been raised over the course of the discussion on the Tourism and Culture budget. There was a conversation — and the minister acknowledged that there are some challenges with respect to the demands around arts and cultural infrastructure and a capital program for that. One of the concerns that I have, as the Leader of the NDP and MLA for the riding where the main museum is — but also a cultural centre, in terms of Kwanlin Dün Cultural Centre — and being mindful of the request made by Tr'ondëk Hwëch'in First Nation to collaborate with the Government of Yukon in the past to expand the Tr'ondëk Hwëch'in — I can never pronounce the name of it, but anyway — the cultural centre in Dawson where they were looking to do a partnership for shared business and office space, which would allow them to do exactly as Kwanlin Dün has done — to do some expansion of the cultural programming area.

The question I will be asking the minister to respond to is, first of all: Is there an overall museum and cultural centre strategy? Does that strategy have in it some means of replacing the current — what one would call an ad hoc approach to funding, or providing resources to arts and cultural infrastructure capital programs for those organizations to assist in the planning, the construction and/or renovation of cultural facilities? If we're waiting for the occasional federal program to come along, that isn't going to cut it. These are an integral part of an overall tourism strategy, so I will be looking to see how the minister, in her response — how the museums and cultural centres are nested into the overall tourism strategy that the minister spoke about during her remarks on June 8, I believe it was.

With respect to that, it strikes me that over the last 10 or so years, it has become more apparent that the Yukon — I mean, really, we are on the cusp of a major breakthrough in terms of our arts and culture workers, cultural tourism and cultural industries. Some of the movement that has been made and some of the promises made by the government are good, and we need to build on those in terms of the cultural industries that we have with respect to live performing arts and film, media and visual arts. We could go on for a long time.

Is there a long-term arts and cultural strategy? Again, is that nested into the broader tourism strategy? What I am really building here toward is that I'm looking for the minister to articulate what the terms of reference for the tourism strategy are, because she is the Minister of Tourism and Culture. I'll be looking for the response. I'm not asking for it today, but I am asking to receive it over the course of the next while.

In light of the arts and culture that I'll be asking the minister about — in her mandate letter, it speaks about developing an indigenous fine arts program at the Yukon School of Visual Arts. In light of that, I would ask the minister how this links to the whole-of-government approach.

One of the huge challenges that SOVA faces right now is being able to attract students to Dawson City because there is no place to live. You've heard the outgoing director of the School of Visual Arts just this last week saying that this is the Achilles heel — it's not going to be; it is the Achilles heel — of a successful program that allows students from across this country to come here for their first year and then go to any accredited art school like Emily Carr, NSCAD or you name it. Nobody is going to allow — well, allow, maybe, because they are young adults — but no young adult is going to want to come to the territory if they're going to have to live in a tent during the winter.

I'll be looking for the Government of Yukon's whole-of-government approach. It's one thing to say "Yes, we want to do that." Secondly to that, what kind of mechanism is built into what the government is doing? Has it reviewed or will it be reviewing the funding base for SOVA?

I just want to come back to this whole-of-government approach. I appreciate the Member for Porter Creek North raising outhouses. We have raised those as well in the past, mostly from an accessibility point of view. Last night, I was driving back in from the airport and again it struck me that, from a government that prides itself on the beauty of the Yukon and the beauty of our territory, we have one of the ugliest entrances to the city.

When you turn right there and you look on the left and you see the berm that was created by a previous Yukon government — previous to the last one — that allowed the taking away of all of the gravel to fill in the wetlands to build a Wal-Mart and whatever, and then just said to whoever did that development, "Don't worry; you don't have to plant any green anything there; just scrub." So it's an industrial area. It looks like — well, you just put in whatever you want to fill in the blanks with — but it is not a welcoming introduction to our city. I can't understand why that would not be a Tourism, Highways and Public Works, and City of Whitehorse initiative to beautify the entrance to that area. I would ask the minister what conversations may have occurred on that.

There was a question asked by the Member for Porter Creek North about the satisfaction with the Yukon Now program and the continuation of it. I will ask the minister in response to indicate what evaluation was done at the first two years of that program, just keeping in mind that when the Tourism Industry Association requested the funding in the first place, they were asking for it to be focused on domestic marketing. They were asking for \$5 million over two years. They got \$1.8 million each year — \$3.6 million over those two years — half of it by CanNor and, as we're seeing mirrored again, focused on domestic marketing.

In questions, previous ministers of tourism have indicated to this House that the money was not all used for domestic marketing. I would like to know the breakdown between domestic — and where else is the money being spent? On what basis was it evaluated that it was a success? What are the indicators? What are the indices of success for the previous expenditure of the \$3.6 million? On what basis are you going to be evaluating the expenditure of this to see whether or not ultimately we will invest in marketing as a matter of course and what are we looking to do?

I also have one last thing, because I realize that there are many, many questions and we will have time and we will come back to them. I have many questions that I want to drill down on with respect to the marketing strategy and the investments in determining the value of the tourism dollar in Yukon.

I'm not convinced that what I've heard to date as what's being proposed for the 200 this year and whatever it is next year differs significantly from past practice. I'm looking for the minister to describe in her response what the difference in the approach for this determination of the economic benefit of tourism and how we will know whether or not what we're spending is making a difference, so what are the indices that are being measured? How are they being measured? I understand the Yukon Bureau of Statistics is being involved in this process, so what are they measuring and what's the intended use of the information?

On a whimsical — but not so whimsical — note, I just want to ask the minister what contribution is the Department of Tourism and Culture making to the Royal Astronomical Society of Canada with respect to their efforts. I know this is a joint effort that will require Highways and Public Works' cooperation with the City of Whitehorse, but Highways and Public Works in particular in terms of night sky tourism — a market that is becoming less and less available around the world, but is still available in the Yukon if it's not mishandled.

Those are a number of questions and I'm sure that the minister's officials will be having a need to — because I speak rather rapidly, but I am trying to move through this just so that we can expedite the conversation this afternoon for the purposes that we discussed, and we will come back to them.

Hon. Ms. Dendys: Thank you very much for your consideration today. Our department will come back with the responses to all of your questions and we will make them available to both parties.