



## IDENTIFICATION

Department	Position Title	
Industry, Tourism & Investment	Manager, Tourism Industry Services	
Position Number	Community	Division/Region
63-10482	Yellowknife	Tourism & Parks/HQ

## PURPOSE OF THE POSITION

The Manager, Tourism Industry Services provides expert advice and analysis and makes recommendations to senior management in the department of Industry, tourism and investment on matters relating to the Government of the Northwest Territories tourism policy analysis and planning. This analyses and strategic planning advice influences departmental positions and policies and support recommendations to cabinet with regards to the benefits and impacts of tourism.

The position manages, directs, plans, coordinates and promotes tourism development within the Northwest Territories that is sustainable and compatible with the environment, local cultures and lifestyles.

The Incumbent supervises the Aboriginal Tourism Officer and the Tourism Resource Coordinator.

## SCOPE

This position reports to the Director of Tourism and Parks and requires independence of thought and logical and analytical thinking to identify, develop and initiate innovations and solutions for growth where precedents and procedures may not exist, for the diverse and complex sectors that make up the Tourism industry.

The tourism industry in the Northwest Territories includes among others the following sectors:

- ❖ Accommodation ;
- ❖ Outdoor adventure and Recreation;
- ❖ Attractions (Museums, Heritage centres, Rivers, Mountains, Lakes, Parks etc.).
- ❖ Meetings, incentives, conventions and events (MICE) sector
- ❖ Food and Beverage
- ❖ Visitors information sector Services
- ❖ Transportation (Air, Land and Sea)

❖ Travel trade and Travel Services Sector

Tourism is an economic, social and cultural phenomenon that spans these multiple sectors. It has implications on the economy, on the natural and built environment, on the local communities and residents at the destination and on the tourists themselves.

Typical areas of analysis for this position include inter alia the following:

- ❖ **Economic impact analysis** -- What is the contribution of tourism activities to the economy of the region?
- ❖ **Financial analysis** – Will the community, city or territory make a profit from different tourism activities?
- ❖ **Demand analysis** – How will the number or types of tourists to the area change due to changes in prices, promotion, competition, quality and quantity of facilities, or other demand shifters?
- ❖ **Tourist Activity Modelling and Scenario Planning** – Which alternative policy will generate the highest net benefit to society and the territories over time?
- ❖ **Feasibility study** – Can/should this tourism project or policy be undertaken?
- ❖ **Environmental Impact assessment** – What are the impacts of different industrial activities on tourism and the surrounding environment?
- ❖ **Performance audits and competitor analysis**- how are organizations and operators receiving tourism program funds from the GNWT performing in terms of efficiency, economy and effectiveness and what is our position relative to different competitors.
- ❖ **Consumer behavior analysis**- how consumers make decisions and act in relation to the consumption of tourism products. Including analysis of any or all of the following aspects of tourist's consumer behavior :
  - The needs, purchase motives and decision process associated with consumption of tourism.
  - The impact of the different effects of various promotional tactics.
  - The possible perception of risk for tourism purchases.
  - The different market segments based upon purchase behavior.
  - How operators can improve their chances of marketing success.

The position will also be called upon to provide analysis and advice on issues affecting the different sectors of the tourism industry relating to Workforce development; Product Development; Quality Assurance; Regulation and Legislative Compliance and Program Policy implementation/Evaluation.

The incumbent leads Divisional efforts on the implementation of policy related elements of the territorial Tourism Strategy and in intergovernmental relations pertaining to tourism and the tourism industry. This includes articulating NWT policy positions at the Canadian Council of Tourism Ministers and Western Premiers/Council of Federation meetings, and representing the department during various relevant cross-departmental policy initiatives

affecting tourism. The position also advises on broad strategies for the negotiation and implementation of intergovernmental agreements on tourism and prepare positions on various inter-jurisdictional issues related to tourism and its associated activities

Ensuring regulatory compliance and legislative enforcement of the Tourism act is as well a key aspect within the scope of the position. This also includes ensuring that industry operators are aware of and in compliance with all other legislation and regulatory frameworks that govern the different sectors of the industry.

Due to this wide range and variety of production factors, multiple impacts, and the wide spectrum of stakeholders involved or affected by tourism, there is a need for a holistic planning approach to tourism development and management. The Manager, Tourism Industry Services brings together analysis on this complex web of sectors, partners and organizations to provide senior management with recommendations and advice on territorial-wide consistency in approaches to tourism development.

The incumbent provides recommendations and advice by drafting proposals, reports, Cabinet submissions and analysis for the Director, Assistant Deputy Minister, Deputy Minister and Minister of Industry, Tourism and Investment.

### **KEY RESPONSIBILITIES**

**1. To provide advice and briefing materials for senior management including the Director ,Assistant Deputy Minister, Deputy Minister and the Minister on the benefits, socio-economic, cultural and environmental impacts of different tourism activities and programs. The main activities under this responsibility involve:**

- Critical assessment of NWT's tourism potential and monitoring of progress;
- Effective consultation and collaboration with all stakeholders;
- Attracting investment and infrastructure projects;
- Workforce planning to generate local employment and to ensure that there are adequate workers to service demand;
- Long term tourism strategies to grow the industry;
- Protection of the natural and unique tourism assets of the destination;
- Ensuring quality visitor experiences;
- Growing a unique and sustainable tourism industry in the Northwest Territories.
- Drafts submissions to cabinet and the legislative assembly for new or enhanced resources
- Drafts briefing notes, letters on behalf of the Minister, and other correspondence
- Drafts options papers and evaluations of programs and services delivered by the

**2. Lead Responsibility for policy formulation and planning, program development and implementation, and evaluation and monitoring of department mandated programs and services.**

- Lead role in identifying, formulating and recommending departmental/governmental positions on cross-department and federal policy initiatives impacting tourism.

- Represent the Department and NWT tourism interests in inter-jurisdictional, national and international partnerships and agreements through organizations such as the Canadian Tourism Commission and Canada's North Tourism Partnership, the Dehcho Travel Connection and coordinate promotion of the Northwest Territories at designated national and international events
- Monitor market trends and provide advice and information to Regional Tourism Managers, Industry and other stakeholders to enhance or develop new tourism products on the "supply side" of tourism.
- Provides the ITI regions with expert advice and guidance in the delivery of programs and services; training; product development; community tourism development and overall tourism issues awareness.
- Administers the allocation of divisional community transfers, grants, and assistance and contribution agreements of more than **\$4 million annually**.
- Monitor transfers of **over \$3 million** to Northwest Territories Tourism (NWTT), the Destination Marketing Organization (DMO) for marketing activities to ensure consistency with recommendations agreed to by the Tourism Marketing Advisory Committee (TMAC).
- Liaise with the DMO, Northwest Territories Tourism (NWTT), providing expert advice and information on departmental programs and interests; review the annual marketing plans, consumer show programs, contribution agreements and accountability. Conduct studies and research to evaluate and assess the quality of divisional program results.
- Study and prepare recommendations for implementation of new systems, procedures, or program changes.
- Make formal presentation relating to program matters.
- Provide program consultation in such areas as policy intent and regulatory requirements.
- Draft policies and procedures for program implementation.

### **3. Lead Responsibility for the development of tourism as a viable platform for economic development in communities and regions of the NWT.**

- Plans, coordinates and carries out a public relations program and tourism awareness campaigns.
- Identify and analyze destination's key success factors in the different regions and communities, strengths of current tourism supply/demand, external factors and constraints, and opportunities for growth;
- Develop and implement policies that improve the potential for business operators (tourism and non-tourism) to enhance profitability and operational efficiency;
- Develop and implement strategies to maximize the proportion of tourism income that is retained locally;
- Develop and implement strategies to Identify and facilitate private-sector tourism investment opportunities within the destination.
- Develop and implement strategies to improve the quality of jobs in tourism and how the sector is perceived as a career choice;

- Encourages residents to consider tourism as a career through participation in career fairs, provision of tourism training (through appropriate training organizations), and promotion of nationally recognized certification for tourism specialists.
- Ensure public consultation is carried out on major tourism development so that such developments are in accord with public needs, aspirations and values.
- Advice, guide and support regional office staff on destination planning and tourism product development, training and awareness campaigns.
- Ensure that tourism development is in line with aboriginal rights and aspirations, and that tourism enhances local culture and lifestyles.

**4. Lead Responsibility for the development of a sustainable tourism industry that is environmentally friendly and within the legislative framework of the Tourism Act and Regulations.**

- Ensure industry compliance with the Tourism Act and Regulations, licensing and related activities.
- Develop, initiate, maintain, and revise policies and procedures for compliance with and enforcement of the Tourism act.
- Provides expert analyses and advice on land use planning issues in relation to all forms of tourism but especially on nature based tourism, in consultation with other GNWT land use planning departments.
- Engage with Aboriginal groups and land claim organizations on different tourism activities, programs, services and legislation.
- Develop and recommend strategies to ensure that tourism development contributes to the conservation and enhancement of natural and cultural heritage assets;
- Identify appropriate carrying capacities and visitor management plans for sensitive NWT tourist friendly ecosystems;
- Develop and recommend strategies to promote and facilitate reduction, reuse and recycling of waste material within the tourism industry;
- Develop strategies to encourage responsible behavior by tourists towards the environment.
- Engage Stakeholders to ensure the Tourism Act and Regulations is responsive to the needs of Government and its Stakeholders.
- Advice where possible on changes to the Tourism Act and Regulations
- Ensure that tourism licensing and records policy and procedures are always in compliance with the current Act and Regulations.
- Identify potential areas of compliance vulnerability and risk; develop/implement corrective action plans for resolution of problematic issues, and provides general guidance on how to avoid or deal with similar situations in the future.

**5. Lead responsibility for developing and promoting the development of continual improvement strategies (Territorial capacity building). That will ensure:**

- For individual businesses: improved business practices;
- For the destination: improved management skills for destination managers;

- collection of data to facilitate performance benchmarking;
- For the labour force: enhanced opportunities for skill development, employment
- Career options; future planning for a sufficient available workforce.
- Develop and manage ITI training programs for the tourism industry
- Develop business operators' and destination managers' ability to anticipate and respond to risk and crisis;

**6. Lead responsibility for ensuring broad-based community support for tourism development.**

- Develop and deliver tourism awareness programs.
- Engage community and Aboriginal governments to support tourism development
- Develop strategies for strong and effective partnerships with and between communities, industry, governments, development agencies etc.
- Develop and recommend strategies to avoid duplication of resources in the provision of assistance to the different industry partners;
- Develop strategies for partnerships that focus on bringing a focus to developing the full visitor experience from arrival through to departure;-
- Develop and implement strategies that focus on minimizing conflicts between tourism and other sectors of the economy in the utilization of resources.

**7. Manage the Administrative Affairs of the Tourism Unit of the Tourism and Parks Division:**

- Develop and manage budgets for projects within the constraints of the divisional fiscal resources.
- Effectively communicate expectations and performance objectives to staff, and monitor and/or evaluate performance at regular intervals.
- Develop staff capability through the provision of ongoing advice, direction and support including provision of appropriate training or other development options.
- Manage human resource issues, and make recommendations to the Director concerning the handling of higher level grievances.
- Coordinate responses to all inquiries made in reference to tourism development and marketing initiatives
- Recommend new processes where needed to improve quality, cost, or on-time delivery of program and services.
- Maintain awareness of safety and environmental requirements.
- Advise the Tourism Marketing Advisory Committee with information as required.
- Monitors the ITI Agreement for DMO services with the NWTT.
- Works with Northwest Territories Tourism, establishing a "brand image" for the NWT within the image and trademark policy of the GNWT.
- Engage with industry partners regarding government marketing initiatives and identifying joint promotional opportunities.
- Manage the audio, video, still imaging and tourism publications development for the Division.
- Promote the overall image of the Northwest Territories as a prime tourism destination.

## **KNOWLEDGE, SKILLS AND ABILITIES**

- Proven communications skills, both verbal and written, with highly developed interpersonal skills to ensure ideas are properly conveyed to a variety of audiences and/or for negotiations.
- Project management skills to lead, plan, organize, coordinate and complete complex and concurrent projects
- Ability to effectively work on several projects simultaneously
- Program development and evaluation skills to draft, launch and measure the effectiveness of programs in support of the tourism industry
- Ability to lead a team of people dispersed over a geographically broad area to work together on projects that require regional perspectives and input
- Strong critical thinking and problem solving skills
- Knowledge of, and sensitivity to, Aboriginal cultures indigenous to the Northwest Territories and ability to function well in cross-cultural environments
- Meeting and group facilitation skills to lead people with differing opinions and backgrounds toward consensus
- Community development skills to engage businesses and residents in small NWT settlements in tourism development
- Conference and meeting planning skills and ability to oversee the activities of meeting and conference planners to deliver workshops on various topics in tourism
- Human resource management and supervision skills.
- Knowledge and skills in tourism human resource planning, strategic management planning,
- Knowledge of the territorial, national and international tourism industry.
- Familiarity and direct experience with the provisions of the Land Claim Agreements and NWT legislation.
- Knowledge of tourism product development cycles and processes Knowledge of and ability to use MS Operating Systems, MS Office, Email and Internet applications, with a special proficiency in Word and Excel.
- Clear understanding of issues related to copyright and ownership of images, and technical aspects of digital image storage, retrieval and transmission
- Knowledge of publication printing and design sufficient to issue requests for proposals and tenders for, and manage publication design and print contracts
- Ability to identify, analyze, and articulate the pros and cons of various options aimed at increasing understanding, acceptance, and or resolution.
- Ability to anticipate, identify, clarify and assess issues and situations quickly and develop and implement appropriate, timely courses of action.

### **Typically, the above qualifications would be attained by:**

A university degree in Tourism Management, International Development, or a university degree in Commerce, Marketing or a related field with specialization in tourism and 7 years'

experience in the tourism sector.

Ability to speak and write in a northern Aboriginal language is considered an asset.

## **WORKING CONDITIONS**

### **Physical Demands**

The incumbent may be required to perform significant hiking in all types of weather when visiting locations associated with the travel demand below.

### **Environmental Conditions**

As part of the associated travel described below, the incumbent will be on dirt roads, ice roads, boats and float planes in potentially any type of weather.

### **Sensory Demands**

No unusual demands.

### **Mental Demands**

The incumbent will be required to travel frequently to remote locations to meet with stakeholders and review various tourism industry operations.

## **ADDITIONAL REQUIREMENTS**

### **Position Security (check one)**

- No criminal records check required
- Position of Trust – criminal records check required
- Highly sensitive position – requires verification of identity and a criminal records check