

Arctic Development
Library

***Northern Frontier Zone Tourism
Development Strategy - 1989-93 - Lac La
Martre Tourism, Nwt General Surveys
Date of Report: 1989
Author: Lutra Associates Ltd.
Catalogue Number: 11-1-1***

**NORTHERN FRONTIER ZONE
TOURISM
DEVELOPMENT STRATEGY-
1989-1993**

**LAC LA MARTRE TOURISM
DEVELOPMENT PLAN**

TSOTI TOURISM DEVELOPMENT PLAN

February 1989
PREPARED BY:
LUTRA ASSOCIATES LTD.
FOR:
**NORTHERN FRONTIER
VISITORS ASSOCIATION**

TABLE OF CONTENTS

1. INTRODUCTION

1.1 Why Prepare a Tourism Development Plan?	1
1.2 What is a Tourism Development Plan?	1
1.3 The Tourism Planning Process	2
1.4 The Scope of the Tourism Plan	3

2. TOURISM DEVELOPMENT CONSIDERATIONS FOR **LAC LA MARTRE**

2.1 What are the Major Factors Affecting Tourism Industry Growth in Lac La Martre ?	4
2.2 The Outstanding Features of the Land and People Affecting Tourism Development in Lac La Martre	7
2.3 Lac La Martre Tourism Facilities, Products and Capabilities	9
2.4 How Does Lac La Martre Feel About Tourism?	10
2.5 Who Should Lac La Martre ?	11
2.6 What Kind of Resource and Financial Assistance is Available Today and for the Next Five Years?	12
2.7 What will be Required to Develop and Maintain a Strong Tourism Industry in Lac La Martre ?	13

3. **LAC LA MARTRE'S** TOURISM DEVELOPMENT PLAN

3.1 Tourism Development Goals and Objectives	15
3.2 Tourism Development Opportunities and Programs	15

3.3 What will be the Impact of Tourism Development in Lac La Martre ?	22
4 . RAE LAKES' TOURISM IMPLEMENTATION PLAN 1989-1993	
4.1 Why is the Tourism Development Plan Implementation Important?	23
4 . 2 What is Plan Implementation?	24
4.3 What Will Lac La Martre Need to Implement this Plan?	24
4 . 4 Where Will Lac La Martre Find the Resources to Implement the Plan and How Will it Happen?	24
4.5 How Will Implementation Take Shape in Lac La Martre ?	25

TABLES

1. SUMMARY TOURISM PLAN	18
-------------------------	----

FIGURES

1. MAP OF RAE LAKES	Appendix A-1
2. MAP OF NORTHERN FRONTIER ZONE	Appendix A-1

APPENDICES

A. RESOURCE INVENTORY

A-1 Inventory of Resources; Land, People and Community

A-2 Tourism Industry Support Programs and Resources

B. NORTHERN FRONTIER MARKETING PLAN

**C. DEVELOPMENT OPPORTUNITIES AND INDUSTRY
SUPPORT PROGRAMS**

C-1 Suggested Development Opportunities and Evaluation Criteria

C-2 Development Opportunities and Support Programs- Assessments
(Under separate cover)

D. BIBLIOGRAPHY AND REFERENCES

1. INTRODUCTION

1.1 WHY PREPARE A TOURISM DEVELOPMENT PLAN?

A tourism development plan focuses efforts and guides the growth of the tourism sector for a defined period of time. From the perspective of operators and communities, direct benefits of a tourism plan are in the support such documents provide to specific business plans. Tourism development plans increase the ability of operators and communities to access public and private support and to attract investment. From the point of view of industry organizations and governments, a tourism plan is required to rationalize and guide public sector input into tourism products, marketing, human resource development and operations.

Of the six (6) tourism zones in the N. W. T., four (4) have prepared tourism plans and one (1) is currently developing a plan. The Northern Frontier Tourism Zone and particularly the Board of Directors of the Northern Frontier Visitors' Association (NFVA), have been trying to undertake a zone tourism planning process for the last three (3) years. However for one reason or another, the Northern Frontier Tourism Zone has not been able to complete a tourism development plan. In early 1988, the NFVA Board received EDA funding to prepare a zone tourism development plan. Because short term tourism marketing and advertising plans already exists for Northern Frontier through 1990 ("Three Year Marketing Strategy and One Year Implementation Plan", Briar International Business Resources, July 1986, and "Marketing Strategy and Plan", Outcrop, 1988), this tourism planning process focuses and builds on those plans and focuses on product development and industry support programming.

1.2 WHAT IS A TOURISM DEVELOPMENT PLAN?

The Northern Frontier Tourism Zone Tourism Strategy provides a plan which describes the direction for tourism development throughout the zone for the next five (5) years, 1989-1993. NFVA's tourism development strategy is made up of seven (7) components - tourism development plans for each of six (6) zone communities (Dettah/Rainbow Valley, Lac La Martre, Rae/Edzo, Rae Lakes, Snowdrift and Yellowknife) and an overall strategy for the whole of the Northern Frontier Tourism Zone. It is this latter document which integrates community plans with the overall direction for the whole of the Northern Frontier Zone.

Each component of the Northern Frontier Tourism Zone Tourism Strategy is designed to:

- serve as an educational tool,

- . examines and seeks to minimize the negative effects of the industry, and
- . identifies tourism development goals, objectives and business opportunities.

The Lac La Martre Tourism Development Plan provides a blueprint for the development of the industry and serves as a guide for making tourism related decisions over the next five years. this planning document together with the overall Northern Frontier Tourism Zone Plan:

- examines the current tourism environment in and around **Lac La Martre**, determines what development opportunities and industry support programs could occur in the **Lac La Martre area**,
- analyzes constraints and identifies impacts associated with future tourism activities and suggested development opportunities,
- articulates **Lac La Martre's** tourism development goal(s) and objectives for the next 5 years,
- . lists tourism priorities for the next five (5) years as well as the costs associated with pursuing these,
- provides pre-feasibility assessments of the high priority tourism development,

- increases **Lac La Martre's** awareness of the tourism industry and of other zone products.
- provides a step-by-step implementation plan to assist new and existing operators.

1.3 THE TOURISM PLANNING PROCESS

The tourism planning process involved research and compilation of existing information; discussions with community leaders and operators; public information forums/community based tourism awareness 'open houses'; and rigorous analyses of tourism trends, aspirations and perceptions.

You may or may not be aware that there already exist a number of planning studies that relate directly or indirectly to the Northern Frontier Zone's tourism industry. Key planning documents include "A Product Development Plan for the Northern Frontier Zone" and "A Strategic Marketing Plan for Tourism For the Government of the Northwest Territories." We have considered all of these studies (see Appendix D).

For the **Lac La Martre** tourism planning process, tourism development activities in the past 7 years were compared to recommendations made in the "Rae Band

Tourism Study 1981". It was discovered that of 6 recommended community opportunities, 2 had been fully implemented, 2 were in the product testing stage and 2 had not been implemented. This comparison was helpful to understanding the stage of and commitment to tourism development in **Lac La Martre**.

The planning team made three trips to the community. During the first trip the study terms of reference were introduced and the Economic Development Committee was retained to work on the development of **Lac la Martre's** tourism plan. Subsequent visits enabled: the staging of a tourism industry 'open house' for local residents; planning discussions to occur with the leadership and business community; a public review of draft development plans and verification of goals and objectives. From this review an implementation plan was developed, thereby completing tourism planning in **Lac La Martre**.

Tourism planning is an ongoing process which does not terminate in this planning study report. **Lac La Martre** is aware of this. **Lac La Martre** has a relatively long association with the tourism industry and is aware of the effort which must be expended to build a strong industry. Community representatives have maintained active memberships in and directorships of the **N.W.T.** Travel Industry Association and Northern Frontier Visitors Association for at least the last decade. This has afforded **Lac La Martre** direct input into the growth of the tourism industry and an ability to direct the growth of local tourism businesses. Experience in and commitment to the industry is also reflected in the **vigour** with which the Economic Development Committee and community tourism operators participated in this planning study.

1.4 THE SCOPE OF THE PLANNING STUDY

The **Lac La Martre** tourism development planning study combines the research and analyses of the planning team, the direction and concerns of the people of **Lac La Martre** and, resources and input of NFVA and the **G. N.W.T.** Because the key players in **Lac la Martre** and Northern Frontier's tourism industry helped to develop this plan, it should be adopted as the guideline for enabling community tourism ideas and directions to become a **reality** over the next five (5) years.

This planning study examines the tourism business development opportunities in enough detail for initial decisions to be made. It also provides the basis for attracting investment for the implementation of these ideas. As the level of feasibility assessment for high priority developments has been restricted to 'a pre-feasibility level or a 50/70 accuracy rate', persons/groups responsible for implementation are encouraged to pursue further or more specific business planning prior to implementation.

The technical report ("Northern Frontier Zone Tourism Development Strategy: Zone Technical Report") supplements community specific tourism plans and provides more detailed information on markets, resources and the overall tourism development strategy for the zone for the next (5) years. The zone strategy should be used in concert with specific community plans.

2. TOURISM PLANNING CONSIDERATIONS FOR LAC LA MARTRE

Considerations impacting tourism development in Lac La Martre are market, products/facilities, human resources, organizational capabilities, local perceptions and funding/financing. This part of the report discusses these factors and presents information and perceptions as provided by Lac La Martre residents, local tourism operators and tourism related interest groups in the community.

2.1 WHAT ARE THE MAJOR FACTORS AFFECTING THE GROWTH OF THE TOURISM INDUSTRY IN LAC LA MARTRE?

This section summarizes inventory data presented in Appendix A and relevant data from the "Northern Frontier Zone Tourism Development Strategy: Zone Technical Report"

i) Market

Lac La Martre is well connected to N. W.T., Northern Frontier, domestic Canadian and North American markets.

After only two years of service, the community owned **Meni Dene** Lodge on resource rich Lac La Martre, has a developing reputation as a world class sport fishing destination for the Northern Frontier Zone and the Northwest Territories.

The community owned **Meni Dene Co-op** operates the **Meni Khon** Hotel and restaurant. This establishment has primarily served business travelers over the past decade. The hotel has and will continue to provide **overflow** for large groups, meetings or conferences to the community thereby, serving tourism markets. Most conferences and meetings are currently scheduled for the short summer season.

Shoulder and high season adventure travel markets (dog sledging, and canoeing) are currently being tested and are enjoying some success.

Products in Lac La Martre have been exposed to target markets through, brochures, print advertisements, travel/consumer shows 'fare' tours and printed

articles. Meni Dene Lodge works with a booking agent/in-bound tour operator based in Yellowknife.

ii) Product and Facility

Lac La Martre currently has unimpeded access to rich natural, wildlife and fish resources which offer the potential for a variety of tourism activities. Natural resources may be accessed in both the open water and ice cover seasons. Lac La Martre is a large lake. The community is well situated on the lake near the mouth of the La Martre River and therefore enjoys an early open water season (ie. early June). There is a high potential for mining and hydro development in proximity to the community. Resource harvesters can claim compensation resulting from land use conflicts with non-renewable resource developers on or near their harvesting areas. However, there is no framework or compensation mechanism available to tourism developers and operators who may encounter similar conflicts.

Lac La Martre maintains a strong tie to the traditional and cultural values/lifestyle of the Dogrib Dene. Evidence of resource harvesting and trapping may be seen both on-the-land and in the community. Resource harvester land use is an extensive network of trapping trails, seasonal camps and portages connecting stretches of river systems and lakes.

Meeting facilities are limited in the community. Currently, small groups (15 - 24) meet in the lodge or Band/Hamlet Council Offices, while larger (up to 48) meetings can be accommodated in the multi-purpose community/pool hall.

There is little visual evidence of capital expenditures for tourism industry support programs or infrastructure in the community today. Two guide training courses were sponsored in the community, while a \$30,000 capital contribution was provided to brush a trail from the community to the La Martre Falls. The Northern Frontier Zone's input to the Dept. of Economic Development and Tourism's capital planning process for Parks and Tourism Facilities was first initiated in 1988. Previously, there was little opportunity for the community to have direct input into the Capital Plan except through the Regional Tourism Officer based in Fort Smith.

iii) Human Resource and Local Organization

Lac La Martre has a population of 205 over the age of 15 and a local labour force of 85. (1986 Census Data) In 1986, the participation rate was 41.5% while the unemployment rate was 35.3. (1986 Census Data)

The average private household income in Lac La Martre in 1986 was \$27,189. Income is derived from a variety of sources. Government services, business and provide the bulk of year round employment while trapping provides some seasonal employment.

The community experiences chronic unemployment during the fall, winter and spring seasons. Wage employment for the unemployed is usually short duration and during the summer season.

The community business and hospitality sector human resource is under-developed although there are definite signs of an aggressive management style in the operation of tourism products.

Compared to the tourism industry, mining and other resource development industries, government and construction industries offer more competitive pay and benefit packages for skilled and semi-skilled workers. Although there is no community economic planner there appears to be a system and infrastructure set up to deliver tourism products and opportunities. Community ownership has been an important element of tourism development, and most development opportunities have been initiated by the Co-operative.

The business community in Lac La Martre has good communication with suppliers, access to professional business and tourism services located in Yellowknife, Hay River and Edmonton.

Community leaders have been active in the Zone and Northwest Territories tourism industry during the past decade. They now maintain a directorship on the Board of the Northern Frontier Visitors Association. Community leaders are cautious and protective of their tourism plans and require that planning information be treated professionally and in confidence.

The Economic Planning Committee has offered to assist other communities with their tourism industry development. In return, they are very interested to see and learn from successful tourism operations within and outside the Northern Frontier Tourism Zone.

2.2 OUTSTANDING FEATURES OF THE LAND AND PEOPLE AFFECTING TOURISM DEVELOPMENT IN LAC LA MARTRE

Resources of the Land and People

Lac La Martre has excellent land and people resources which enable multi-seasonal adventure activities (see Appendix A-1) to occur. A summary of these activities are provided below. Refer to community map figure 1. (Appendix A-1)

i) Fishing

To date, sport fishing has been Lac La Martre's major tourism activity. Angling for trophy trout, northern pike and Arctic grayling now occurs during the summer open water season. Domestic fishing has and continues to occur in proximity to the community as well as at seasonal fish camps on Lac La Martre.

Meni Dene Lodge is building its reputation on large trophy fish in the lake trout and Arctic grayling angling markets. There is potential for a winter/spring sport fishery on Lac La Martre however there is no evidence that this has been promoted as a tourism activity. The current Dept. of Fisheries and Oceans/ Department of Economic Development & Tourism licencing regime for Lac La Martre allows for domestic fishing, and for 12 beds with the potential for a further 12 beds at the Big Sky Outpost facility. A 1988 DFO assessment of the licencing potential of the lake has been placed at 100 beds.

The adjacent Grandin Lake and stretches of the La Martre River downstream of the La Martre Falls, are known to have good lake trout, Arctic grayling and whitefish resources.

ii) Viewing

In the Lac La Martre area viewing potential of land resources can occur during all seasons. During the open water season, there are a number of sites within 'same day' boat access. The La Martre Falls and, old seasonal campsites on Lac La Martre are features with excellent viewing potential. The La Martre and Marion Rivers downstream of the La Martre Falls offer longer duration (3 -7 days) float trip viewing potential combining the natural and historic resources of Marion Village, historic/traditional seasonal Dogrib campsites, portage routes and the variety of wildlife. Common wildlife species close to water routes include moose, woodland caribou, wolves, bald eagles, species of ducks, geese and swans. Furbearers such as lynx, beaver and muskrat may also be spotted in the La Martre River lowland areas.

iii) **Hunting**

Although there is local resource **harvesting** of woodland caribou, moose and black bear in proximity to the community, the hunting regulations for Wildlife Management Zones F and G (**Lac La Martre** Area) permit only guided non-resident alien sport hunting for black bear. Within the last 20 years **Dogrib** hunters from Rae, **Lac La Martre** and Rae Lakes travelled overland during the fall to hunt barrenground caribou in the remote barrenland areas north and east of the community. Modern day hunters do not travel the some 200 km. distance *to* the barrenlands via the now overgrown land routes but travel by aircraft (on floats). Given resource harvesting activities in the barrenlands, sport hunting activities could occur during the late summer/fall caribou trophy season.

A sport hunting quota has been established for the Bathurst caribou herd and was distributed in 1987/88 among six (6) Class B hunting outfitters in the Northern Frontier. There is also a Class B outfitting quota for **GHL/HTA** holders.

iv) **Adventure Travel**

The **Lac La Martre** area has an extensive network of trapping, hunting and skidoo trails as well as water routes. Some trails are usable during the summer hiking season and most are passable for winter cross country skiing, snowmobiling and dog sledding. Community members identify the potential of an all-season overland route from **Lac La Martre** to **La Martre Falls**.

The **Dogrib** of **Lac La Martre** maintain strong cultural and traditional ties to the land through hunting, trapping, and fishing activities. The bulk of spring trapping activities appear to be concentrated along the Horn River, or in the **La Martre Lowlands** at the confluence of the **La Martre** and Marion Rivers. Summer fish camps dot the islands north and west of the community on **Lac La Martre**. Winter trapping and hunting activities occur to the southwest toward the Horn Plateau and northwest toward Grandin Lake. Trapper's cabins are located along many trapping routes. The Meni Dene Lodge maintains a tent outpost camp (Big Sky Tent Camp-not licensed in 1988) at an old fish plant site north of the community on **Lac La Martre**.

Although resource harvesting occurs primarily outside the community, many **Lac La Martre** families carry on hide tanning, fish smoking/drying and some skinning of furbearers in the community during the various harvesting seasons. Other cultural activities such as feasts, drum dancing, and hand games are held from time to time within the community. On-the-land and community based features, activities and resources have potential for development as observe, learn and experience tourism opportunities.

2.3 LAC LA MARTRE TOURISM FACILITIES, PRODUCTS and CAPABILITIES

i) Products and Tourism Facilities

Lodging in Lac La Martre is comfortable, clean and licensed to serve 20 guests year round. A full range of services are provided in the **Meni Khon** Hotel and overflow facility and, **Meni Dene** Lodge including telephone, colour television, maid service and, full course and fast food meals. The **Meni Dene** Lodge operates a full service rustic outpost tent/log cabin camp with a capacity for 12 guests(not licensed in 1988) during the summer sport fishing season and for a short period during the winter.

Restaurants are located both at the lodge and the hotel seating a total of 54 guests. The menu selection and service is competitive with family restaurants located in larger centres in the **N.W.T.**

The lodge offers weekend and week long full service sport fishing packages from Yellowknife at competitive rates. Daily and hourly boat/guide and canoe rentals are available to community visitors. Canoe and dog sled out-trips are tour packages are in the product testing stage of development. The continuation of these packages will depend on market demand and the availability of human resource to guide the trips.

The lodge has hosted a number of conferences during the past two years. Meetings are held in the main lodge for small groups, while larger groups use the multi-purpose community centre. The co-op/lodge has arranged cultural events such as drum dances and community tours to compliment promotional programs. Similar cultural events can be staged for conferences and group tours as required.

Lodge, hotel and restaurant facilities have been recently renovated and, new marine and lodge equipment have been purchased within the past two years. Development of the lodge outpost camp is continuing and there is a plan for a permanent log structure at the current outpost site. The Co-op recently announced that funding had been secured to undertake a feasibility study to examine a multi-purpose structure to house community offices, the hotel/restaurant, the lodge and meeting facilities.

There is little or no evidence of public tourism and parks capital expenditures (ie. facilities or support programs). In the summer of 1988, the Hamlet Council asked the Northern Frontier Visitors Association to seek funding for a series of industry

support programs including tourism infrastructure upgrading and improvements. NFVA included most of the programs requested in its capital planning submission to the Dept. of Economic Development and Tourism. It is noted however that current public funding restraints may prevent the implementation of many of Lac La Martre's program priorities in the near future. Some \$30,000 was made available by Economic Development and Tourism for brushing a trail to the La Martre falls in 1986/87. About 50% of the brushing was completed.

Signage for tourism facilities and products is limited to that displayed by the Meni Khon Hotel, the Meni Dene Lodge and the Meni Dene Co-op store.

ii) Human Resource Capabilities

Seasonal and permanent staff of the Meni Dene Lodge, Meni Khon Hotel and Restaurant are hired locally. There is now a basic tourism industry labour pool available in the community. The Co-op has conducted hospitality training programs at their own expense, bringing staff skills to a professionally acceptable level. Level 1 Guide Training Program was staged in Lac La Martre in 1986 and a level II sport fishing training course in 1987. There are 5 Level 1 guides in the community. There are no Level II guides available.

There is no adult education in the community to transfer business management and employment skills to local people. Career days occur annually for other sectors of the local economy, however there is no evidence that the tourism sector was involved in these sessions.

2.4 HOW DOES THE COMMUNITY FEEL ABOUT TOURISM?

Discussions with the Economic Development Committee, representatives of the Hamlet and Band Councils, management of the Meni Dene Lodge and Meni Khon Hotel and the general public at a tourism open house provided insight into the community's opinion about the tourism industry. The following points summarize general feelings towards tourism.

The community is generally positive about tourism. Tourism is seen as a priority sector of the local economy. It creates seasonal jobs and provides long term relief to high unemployment. Community leaders want to see year-round tourism and benefits.

Some people are cautious about too much and too rapid tourism growth and its potentially harmful effects on the community.

Some members of the Economic Development Committee felt tourism opportunities can initially be developed in the community, to be moved in the longer term to a suitable location outside the community.

There is differing opinion on the staging of cultural events for the benefit of tourism groups. At least one member of the Economic Development Committee stated that the community already offers a living example of the Dogrib culture and that traditional activities are being carried out daily in people's homes. The requirement to stage these events would not be necessary, and tourists should be encouraged to learn and observe from what already exists. This discussion however was balanced by the requirement to derive some economic benefit to community members who would be observed. From the discussion came the concept of a location in town where traditional activities might be staged such as drum dances, feasts, hand games, smoking fish and tanning etc.

There is some concern about who spearheads tourism development in the community. The community's leadership recognizes that the Co-op while being the leading force in the industry's development does not have the resources or capability of being all things to all people; that others in the community must take responsibility. To this end, some community members suggest that it is appropriate for the Co-op to initiate tourism development then to turn the opportunities over to community entrepreneurs. The Economic Development Committee voiced a strong concern about having their tourism ideas made public through this planning process. The Committee commented that all planning information must be treated professionally and in confidence.

2.5 WHO SHOULD VISIT LAC LA MARTRE?

The resources, products and activities in and around Lac La Martre attract certain types of people as is discussed in the "Northern Frontier Zone Tourism Development Strategy: Zone Technical Report."

The Northern Frontier's three (3) year marketing strategy identifies growth potential in travel markets. These target markets are: 1) General Touring and 2) Outdoor/ Adventure and 3) Business/conference/meeting travelers. Target markets for the Zone are assumed to apply to Rae Edzo.

The General Touring traveller arrives on a packaged tour (ie. bus tour) or travel independently (ie. in their own vehicle). These travelers will continue to be mostly interested in camping, sightseeing, sport fishing, shopping and viewing historical sites. These activities are available and/or can be expanded in Lac La Martre. Compared to other travelers, general touring travelers have traditionally not been 'big spenders' yet they still seek an unique, travel experience. Volume, at-

tention to packaging and, diverse product offerings and attractions will improve spending patterns among these travelers and the 'dollar return' to **Lac La Martre**. Most general touring travelers arriving in the Northern Frontier Zone will continue to spend time in or pass through Yellowknife.

The Outdoor/Adventure **traveller** is attracted to the Northern Frontier Zone and to **Lac La Martre**. The Outdoor/Adventure **traveller** is interested in **sport** fishing, sport hunting, naturalist/viewing activities, hiking, backpacking, boat trips and dog sledding activities. A strong resource and quality product will ensure that **Lac La Martre** continues to attract the sport fishing **clientel**. Growth potential has been identified (see "Northern Frontier Zone Tourism Development Strategy: Zone Technical Report") among those outdoor/adventure travelers attracted to water and naturalist activities. **Lac La Martre** can certainly position itself to take advantage of these particular outdoor/adventure travelers.

With the headquarters of the Territorial Government and of a number of northern companies located in the Northern Frontier, the zone has traditionally attracted business/conference/meeting travelers. **Lac La Martre** has over the past couple of years, successfully captured portions of this market, offering conference services to groups of up to 30. This trend is expected to continue.

2.6 WHAT KIND OF RESOURCE AND FINANCIAL ASSISTANCE IS AVAILABLE TODAY AND FOR THE NEXT FIVE YEARS?

The "Northern Frontier Zone Tourism Development Strateav: Zone Technical Report" and Appendix A-2 of this report provides a comprehensive listing of public and private sector programs and resources available to support the development of tourism in **Lac La Martre**. Funding sources identified in Appendix A-2 are subject to change pending client demand and changes in the political environment. In particular, EDA and SARDA funding should be viewed as short term program.

Assistance available to **Lac La Martre's** tourism industry is substantial and is expected to remain strong for the next five years. Assistance is available for:

- Market Development
- Product and Facility Development
- Business Development
- Human Resource Development
- Overall Tourism Industry Support & Development

Lac La Martre's access to funding, organizational and human resource support is contingent on its ability to undertake sound planning and to participate, co-operate and communicate with various public and private sector agencies in the zone. Credibility in and commitment to the tourism industry is key to ascertaining support.

Lac La Martre should be required to stay abreast of changes in funding programs. This can be achieved through establishing good working relationships with the Dept. of Economic Development & Tourism's North Slave Regional office (AEDO and RTO based in Rae), through consistent participation in the Northern Frontier Tourism Association and, through clarity in roles and responsibilities at the community level. On this last point, Lac La Martre might ensure that the Economic Development Committee on behalf of the Hamlet, the Band, the Co-op and Lac La Martre residents shares responsibility for monitoring/liaising with the various programs and agencies available to support the community's tourism efforts.

2.7 WHAT WILL BE REQUIRED TO DEVELOP AND MAINTAIN A STRONG TOURISM INDUSTRY IN LAC LA MARTRE?

This section summarizes key features which should be reflected in a tourism plan for Lac La Martre.

The tourism sector is an important part of Lac La Martre's economy. While tourism in the community has experienced some growth, the industry is to a large extent still in its infancy. A developing industry requires:

1. Tourism Awareness: among community and zone residents. Creating awareness and improving understanding of development and operational requirements of tourism businesses, of careers in the sector and, the costs and benefits of the tourism industry will ultimately result in greater participation in the industry. While this tourism planning process did contribute to improving awareness/understanding, NFVA, the community and other agencies involved in the tourism industry will need to plan and implement ongoing industry awareness programming.

2. Interest and Commitment: within the community and throughout the zone. While raising the profile of the industry through awareness programs will improve interest and commitment, broader based issues must also be addressed. For example, successful tourism operations require a long term commitment from operators and staff. It is difficult to secure such a commitment when wages and benefits are not competitive with government or other seasonal wage oppor-

tunities or when incentives are offered to new rather than new and established tourism businesses.

3. Skilled Human Resources: within the community. While a basic industry labour pool has been developed in **Lac La Martre**, there is clearly the impression that resources are 'stretched to the limit'. There is an ongoing need to keep existing skills fresh, to introduce new skills/knowledge and to train new members of the labour force. Currently, residents see human resources as a major constraint to tourism development in the community.

4. Quality Product/Service: As **Lac La Martre** matures as a tourism destination, the expectation and requirement for consistent and high quality service/products will increase. If well managed, the resources and activities offered by the community will continue to be of high quality. This means resource management plans, programming/scheduling and overall general management acumen. Similarly if awareness, skills and, commitment exist among local residents, it is expected that the quality of service will be high.

5. Co-operation: within the community, **with** other tourism operators in the zone, and with public and private sector agencies involved in the tourism industry. This means that processes should be in place to promote co-operation. For example, improved product packaging and co-operative advertising are just two examples of how industry can co-operate.

6. Lac La Martre Theming and Imagery: **Lac La Martre** should build on the theme and imagery presented by the Zone. The community lands are rich in tradition and natural resources and are representative of the Northern Frontier.

3. LAC LA MARTRE'S TOURISM DEVELOPMENT PLAN

Lac La Martre's Tourism Development Plan for 1989-1993 responds to the market place, the concerns of the residents of the **Lac La Martre** and to the need to integrate tourism development in **Lac La Martre** with other initiatives throughout the Northern Frontier Tourism Zone.

As discussed in the "Northern Frontier Zone Tourism Development Strategy: Zone Technical ReD@", **Lac La Martre's** tourism plan recognizes the overall zone tourism development theme - "Share the Frontier Spirit".

The **Lac La Martre** Tourism Development Plan identifies:

- goals and objectives;
- business opportunities;

- development programs;
- costs, benefits and impacts of opportunities and programs; and
- implementation program.

3.1 TOURISM DEVELOPMENT GOALS AND OBJECTIVES

The overall goal for tourism development in Lac La Martre is articulated clearly by the community's leadership, by residents involved in the industry and concerned for the economic growth in the community. The overall goal of the plan is **"to develop a viable year-round tourism industry in Lac La Martre"**. To achieve this goal, the following objectives for the next five years have been identified:

- . To improve industry co-operation, commitment and communications;
- To build on and integrate the community's cultural resources in the tourism industry;
- To improve the quality of existing and new services;
- To develop shoulder season activities; and
- To upgrade and improve community infrastructure and human resources.

These objectives and thus Lac La Martre's overall tourism development goal, can be accomplished by pursuing the following tourism development opportunities and tourism development programs.

3.2 TOURISM DEVELOPMENT OPPORTUNITIES AND PROGRAMS

During the planning process, a number of tourism development opportunities and industry support programs were identified and discussed with residents of Lac La Martre. As a basis for community discussions, opportunities identified in the 1981 "Rae Band Tourism Study" were used (see Appendix C-1). Preliminary criteria for evaluating these opportunities and programs (see Appendix C-1) were used as a guideline for discussion.

The following tourism development opportunities and programs were identified and/or discussed.

Attractions/Tours/Events

*Float Sport Fishing Package

-utilizing the lodge, guides, Lac La Martre and La Martre river

-exclusive 7 day package

*Sightseeing Packages

- summer and winter,
- boat, dog and community walking tours

*Learn/Observe/Experience Adventure Travel Packages

- summer and winter
- spend time on-the-land with a trapper guide or fishing family

*Cross Country Ski, Hike and Canoe Touring in the Canadian Shield

- independent touring travel on community lands
- area promoted as a tour destination

*Special Events

- Winter Carnival/dog race Lac La Martre to Rae

Industry Support Programs

*Human Resource Development

- Level 1 and 2 Guide Training
- Comprehensive Hospitality/Cook Training
- Tourism Management/Business Training
- Tourism Awareness

*Community Information program

- historical assessment and interpretive materials

Industry Organization and Resource Management

*Economic Development committee Implementor

*Lac La Martre Fish Management Program

*Familiarization Tour

Tourism Facilities and Infrastructure

*Traditional Community Village

*Conference facility outside the community on Lac La Martre

*Community Trail Upgrade and Cabin Program

*Big Sky Upgrade

Those opportunities and programs most suited to the goals and objectives identified by Lac La Martre which recognize the constraints associated with tourism development and, which in the judgement of the planning team and Lac La Martre residents require further study are assessed in Appendix C-2. The findings of these assessments are summarized in Table 1.

Summary Tourism Plan Lac La Martre

Program Title	Agency/Timeframe	Capital Costs	Benefits
ATTRACTIONS TOURS EVENTS			
Float Sport Fishing Package	MeniDene Lodge Planning Yr. 3/Implementation Yr. 3-5	\$80,000	Break Even 15/105 bednights Employment -5 guides&2 families Labour Income 13% of gross
Sightseeing Packages Summer and Winter, Boat, Dog & Community Walking Tours	MeniDene Lodge& Ground Operator Planning Yr. 1/Implementation Yr. 2	\$17,000	Break Even - Range 185-377 trips, Gross \$10k - \$46.5k Employment - Labour pool of Boat & Dog Tour Guides/Cooks & Traditionally Skilled; Tour Organizer Labour Income - 35% of Gross
Learn/ Observe/Experience Adventure Travel Packages Summer and Winter	MeniDene Lodge &/ or Ground Operator Planning Yr. 2/Implementation Yr. 3 & 4	\$26,000	Break Even - \$24k - \$38k; 112-180 bednights Employment - Boat, Dog Musher/ Trapping Guides, Cooks, Traditionally Skilled Labour Income - 50% of Gross
Cross Country Ski, Hike, and Canoe Touring/ Camping in the Canadian Shield	Economic Development Committee Planning Commencing Yr. 1/ Implementation Yr. 2-5	Requires Public Infrastructure (see below)	Revenue derived in the form of goods and services purchase from local air, construction and secondary service businesses

Program Title	Agency /Timeframe	Capital Costs	Benefits
INDUSTRY SUPPORT PROGRAMS			
Guide Training	Economic Development Committee/ Municipal Employment Officer, Area Tourism Officer, Tourism Needs Board Identification of training candidates annually, goal to train a minimum of 10 guides	Seat costs absorbed by ICHC	Community will have a labour pool of trained guides from which to develop ongoing tourism packages
Hopsitality /Cook Training	Economic Development Committee/ Municipal Employment Officer, Area Tourism Officer & N. F.V.A.. identifica- tion of training candidates annually .	A needs assessment will determine ongoing requirements and costs. A labour pool of a minimum 6-10 new positions will be created by the tourism plan	Community wiii have a labour pooi of trained service industry workers from which to develop ongoing tourism packages
Business Training	Meni Dene Lodge Economic Development Committee, FBDB, ICHRS identification of training candidates annually . A minimum of 4 trainees	Joint funding between operator and GNWT .	Development of business will improve community capability of controlling its own tourism development
INDUSTRY ORGANIZATION AND RESOURCE MANAGEMENT			
Tourism Awareness	Economic Development Committee NFVA, Area Tourism Officer		Improved industry awareness focussing : on benefits will help encourage local residents to enter industry careers

Program Title	Agency/Timeframe	Capital Costs	Benefits
Economic Development Committee Implementor	Economic Development Committee Indian Affairs Economic Development Year 1	2 year term	The community will receive assistance in implementing its own tourism plan and have a greater capability of controlling it's own tourism development
Lac La Martre Fish Management Program	Local domestic, commercial"& tourism fish resource users/ Economic Development Committee Department of Fisheries& Oceans Year 1	No funding resources available	Will ensure along lasting fish resource currently the backbone to the Lac La Martre tourism industry
Familiarization Tour	Economic Development Committee Dept. of Economic Development Indian Affairs Year 1/2	\$5000	Provide community delegates a broader understanding of advantages and disadvantages of developing the community as a tour destination
TOURISM FACILITIES AND INFRASTRUCTURE			
Community Information Program	Economic Development Committee NFVA , Communtly Operators, Prince of Wales Heritage Centre & Economic Development and Tourism Development Marketing Plan Yr. 1/ Implement in Yr. 2 and ongoing	Community share minimum \$3000 Other funding \$31,500	The information program will benefit the promotion of the community as a tour destination for adventure travel & general touring market segments
Traditional Community Village	Economic Development Committee Economic Development & Tourism Capital Planning and NFVA Yr. 2	\$10,000-\$15,000	Will provide a central cultural display area for sightseeing groups and help to extract more tourism dollars from incoming group tours.

Program Title	Agency/Timeframe	Capital Costs	Benefits
Community Trail Upgrade and Cabin Program	Economic Development Committee NFVA and Economic Development & Tourism Capital Planning Year 213	\$25,000-\$35,000	Will enhance the community as an adventure travel touring destination
Big Sky Upgrade	Meni Dene Lodge, SARDA EDA	Feasibility Assessment, Business Plan & Funding Application -\$15,000 Permanent Lodge Scenario \$245,600	Will improve the year round level of service offered by the lodge.

3.3 WHAT WILL BE THE IMPACT OF TOURISM DEVELOPMENT IN LAC LA MARTRE?

The impact of tourism development over the next five years can have economic, social and political significance for the community of Lac La Martre.

Economic:

- Increased purchase of local goods and services particularly from local retail, arts and crafts, hospitality and tourism businesses.
- The potential to raise the value of wages for tourism products thereby strengthening the competitiveness for human resources of our tourism industry resources with mining, forestry and government sectors of the economy.
- Increased direct job opportunities in the tourism, arts and crafts, construction and potentially, the transportation sectors of the Lac La Martre economy.

Socio/Cultural:

- The development and employment of adventure travel packages will allow local trappers and domestic fishing families to continue with these activities and generate some cash.
- A greater appreciation of the Dogrib Land and People will be evident to northern and southern markets.
- The proposal for a historical assessment and production of interpretive materials will extend the base of recorded history for the community.

Political:

- Given the N. C.P.C. buffer surrounding the La Martre Falls, stretches of the La Martre River and the shoreline of Lac La Martre, the building of resource based tourism business and facilities will indicate a competing land use. The community and the Tourism Industry can use this as a test case for establishing “ground rules” for conflict negotiation. The community could propose to the federal government to lift the buffer, thereby pressuring N. C.P.C. to make a decision on the use of the hydro potential of the La Martre Falls.
- With more development suggested, and greater responsibility given to the Economic Development Committee to implement this responsibility, the spin-off will be more active participation in the control of the Lac J-a Martre Tourism Industry.
- The plan can be used as a lever to secure an economic implementor term position from Indian Affairs.

4. LAC LA MARTRE TOURISM IMPLEMENTATION PLAN 1989-1993

4.1 Why is the Tourism Development Plan Implementation Important?

The plan gives Lac La Martre a complete set of tourism programs and business opportunities designed to build a viable year-round community tourism industry. The result of implementing these ideas should deliver to industry partners:

- . improved cooperation, commitment and communications;
- a better level of services including, trained and professional tourism personnel and improved community tourism infrastructure;
- more tourism shoulder season activities;
- a greater focus of activities and information for the general touring market.
- and a “bottom line” of improved market penetration for the Lac La Martre product, providing more revenue and tourists for local business, and more career and job opportunities and benefits for community residents.

Action or implementation is the single most important aspect of the plan.

Without implementation, the plan will sit on a shelf and only be dusted off when yet another planning study is commissioned in the future. Your community is one part of a tourism zone network which has the richest penetration of tourist travel and expenditure in the Northwest Territories. Other communities and tourism operators are depending on you to cooperate and do your bit to improve the quality of product and range of activities to the tourist traveller.

Plan implementation requires a coordinated effort. Those who were part of the planning process will recognize that the community planning report identifies and summarizes tourism programs and opportunities (see Chapter 3) discussed during community consultation meetings. The opportunities and programs are ready for implementation with program descriptions, and preliminary feasibility assessments (see Appendix C-2). The preliminary feasibility assessments and program descriptions identify community, industry and government agencies suitable for implementation, and further provide preliminary marketing, capital & operating cost guidelines, profitability, funding and human resource requirements.

4.2 What is Plan Implementation?

A plan or strategy is the preliminary stage of development. Because it is preliminary, many of the opportunity and program concepts will require “fine tuning” or additional information before they can be fully operational. Implementation is the process of further developing your community planning concepts to the operational stage. Due to the preliminary nature of the development programs, infrastructure and business opportunity concepts, the planning team’s approach was to allow flexibility in implementation and not lock in timeframes or costs that could not be achieved by the community, funding or program agents. There will be a development phase during implementation which will further define your priorities and costs.

4.3 What Will Lac La Martre Need to Implement this Plan?

- A group or individual with tourism awareness, organization skills, contacts and a commitment to building a solid tourism industry.
- A commitment from others to be partners and participate in the process of achieving the goals and objectives necessary to build a solid community tourism industry.
- A set of goals, objectives and programs for organizers and operators to follow.
- Time and Resources (resources being materials, others with tourism skills and financial resources.)

4.4 Where Will Lac La Martre Find the Resources to Implement the Plan and How Will It Happen?

Coordinating Structure

During the lengthy planning process, the planning team learned a great deal about community tourism resources, and structures, and the functions of different groups. It became clear that some of our Zone communities have well established community structures which can effectively take on the initial phases of tourism implementation. For communities not as organized, the Community Council might consider appointing or recommending the formation of a new committee. Alternatively community tourism businesses might join together with municipal councils to form a tourism committee. The decision will be yours but check Summary Table 1 in Chapter 3 and /or Appendix C-2 for planning suggestions on coordinating groups.

Each group involved must find its own time for implementation. We suggest that before your group takes on a development opportunity or program that it reviews its annual operating plan to determine how, who and where the extra workload might be applied. Implementation will require effort on the part of community partners, however with the resource materials supplied in your community plan and the Zone technical document, and the help of government and/or the Northern Frontier Zone Association staff the tasks will not be difficult.

4.5 How Will Implementation Take Shape in Lac La Martre?

Implementation Coordination

- The first implementation step will be for a community group to emerge with a commitment to coordinate the development of the local tourism industry. The choice for **Lac La Martre** may have already been made. The Economic Development Committee has been active in the planning process and has coordinate liaison between the Co-operative and the Hamlet. Coordination leadership should evolve from these groups.

Partner Identification

- Band & hamlet **councillors** and members interested in tourism, the Meni Dene Co-op, booking agents, art and craft producers, and the Regional Tourism Officer or designate would be excellent partners.

The First Business Meeting

- Prepare an agenda
- Choose a chairperson and a recording secretary.
- Give the committee/Board a purpose for being: i.e. set your annual community goals and objectives - remember the community tourism development plan states five year goals and objectives in section 3.1.
- Define roles - particularly the coordinator
- Choose priority development programs and business opportunities and match them with community partners.
- Ask each group to examine how the priority program can fit into its operational **plan**, whether it has the resources to complete the entire program or a portion of the program in the first year.

- You may want to examine the possibility of having a resource person help your group part time with some of the paperwork. If this is your choice get working on it right away.
 - Set a date for the next meeting.
- . Let the community and the Northern Frontier Zone know what you are doing.

The Second Business Meeting

- Partners report on their capability to contribute time and resources for coordinating the implementation of a development program or opportunity
- Partners identify their own strengths and weaknesses in implementing new opportunities. You might look to those better established sectors to initially draw active membership and coordination from. At the conclusion of the second business meeting you should have your first annual action plan with a **confirmed** set of goals, objectives, priority programs, opportunities and partners to implement.
- Set a date for the next meeting but allow for enough time for each partner to accomplish something in their action plans
- During implementation each partner will need “to fine tune” its development program or opportunity and phase action over time. The fine tuning of opportunities and program must include a refinement of capital costs and priorities. The planning approach used in assessments described in Appendix C-2 did not evaluate costs beyond a class D estimate or 50% accuracy. In a great many cases the planning concepts are not refined enough to calculate a capital or program cost. It is assumed that as implementation progresses and there is consultation with government, community and zone resource persons occurs, that priorities and costs will become more evident.
- Between meetings share your progress with others, including the coordinator.
- Let the community know what you are doing. Chose an active community tourism member to be your delegate to Northern Frontier Visitors Association, and provide the delegate with an agenda of community based needs to take to the meetings.

The Next Meetings

- Invite Northern Frontier, **GNWT** and the public to your meetings.
- Each partner should review progress to date. Let the community know what you are doing. Perhaps you need a newsletter or a simple news bulletin or an interview with the media.

Year End

- After your first year, you should be able to take a step back and examine what you have done. Congratulate yourself on your successes. The coordinating committee may want to have a tourism day, where Zone operators and community members are invited to share information on new products, programs and infrastructure. You might want to package the day with tours, a chance to buy crafts, a luncheon etc. thereby deriving some revenue.
- During the business meeting **analyse** your successes and failures in achieving annual goals and objectives. Assess progress on your longer range 5 year goals and objectives. Adjust your action plan accordingly, review the community tourism development **plan**, get a confirmation of commitment from partners, set new goals, objectives and priorities.
- Repeat the entire process each year until the final year of the plan.
- In year 5, it will be necessary to complete a final assessment of the 5 year goals, objectives and priority programs. The results will help you plan ahead for the next 5 years. This will be a Zone wide exercise and should be conducted by your Northern Frontier Zone Association. It will be very important that your community contribute to this exercise, because it will shape community and industry growth for the next 5 years. On **Baffin** Island, the first Zone to have a 5 year developmental plan, a 2nd five year plan is now being completed.

The foregoing is a description of the process of implementation. Your community may choose another approach if it desires, but the important elements should be cooperation, getting others involved, following your plan, and making and measuring progress.

INVENTORY OF RESOURCES

LAC LA MARTRE

Figure 1

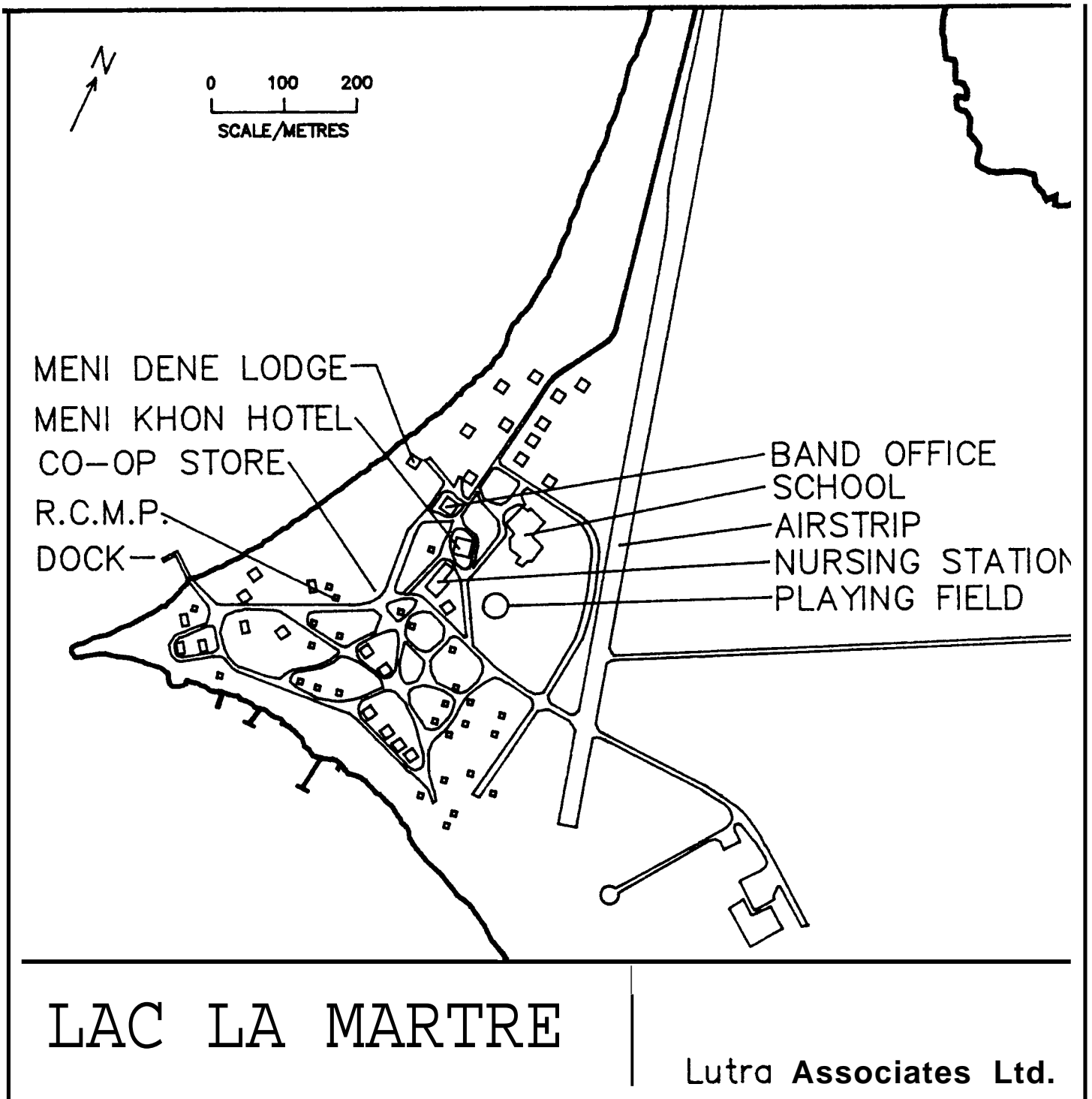


Figure 2

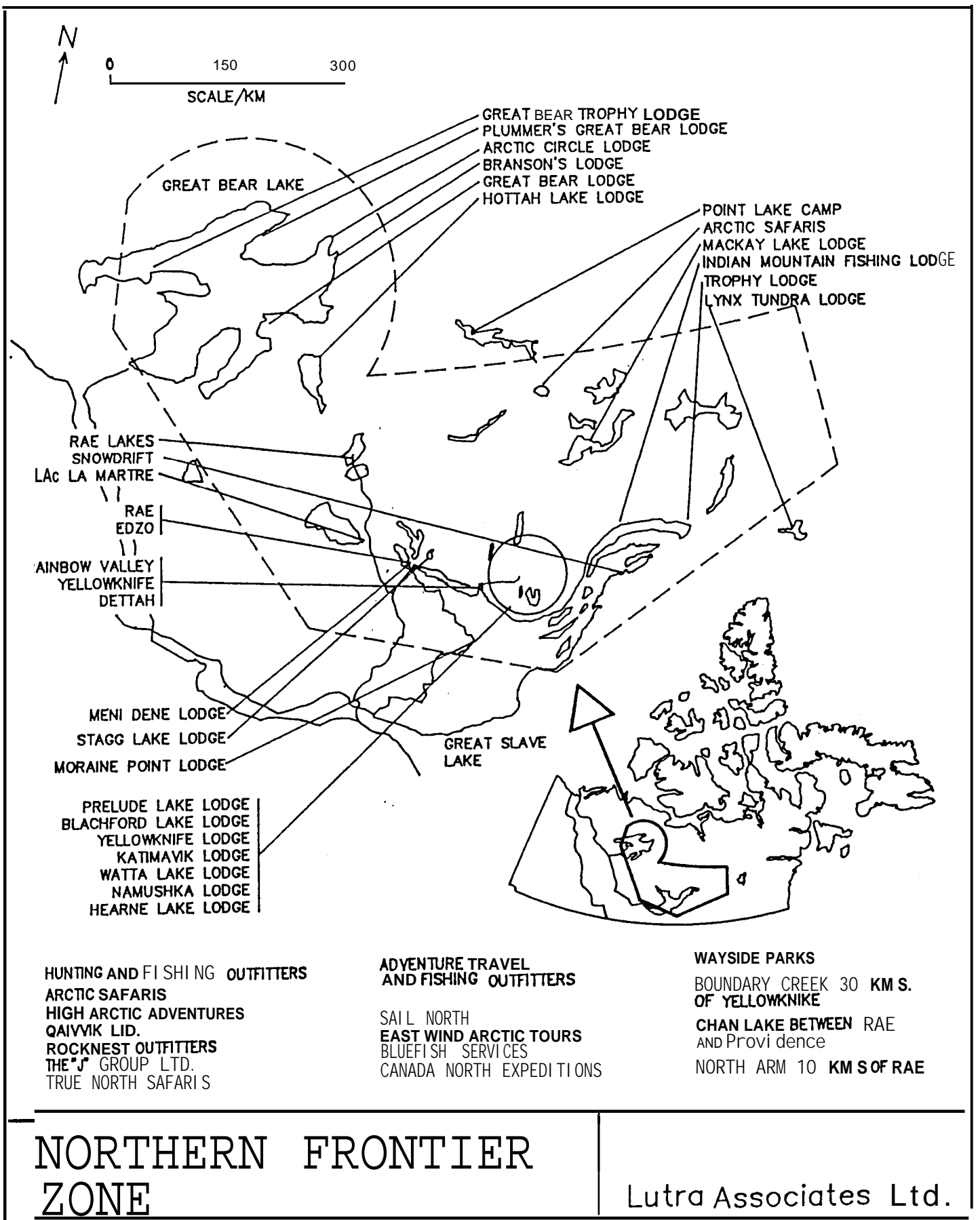
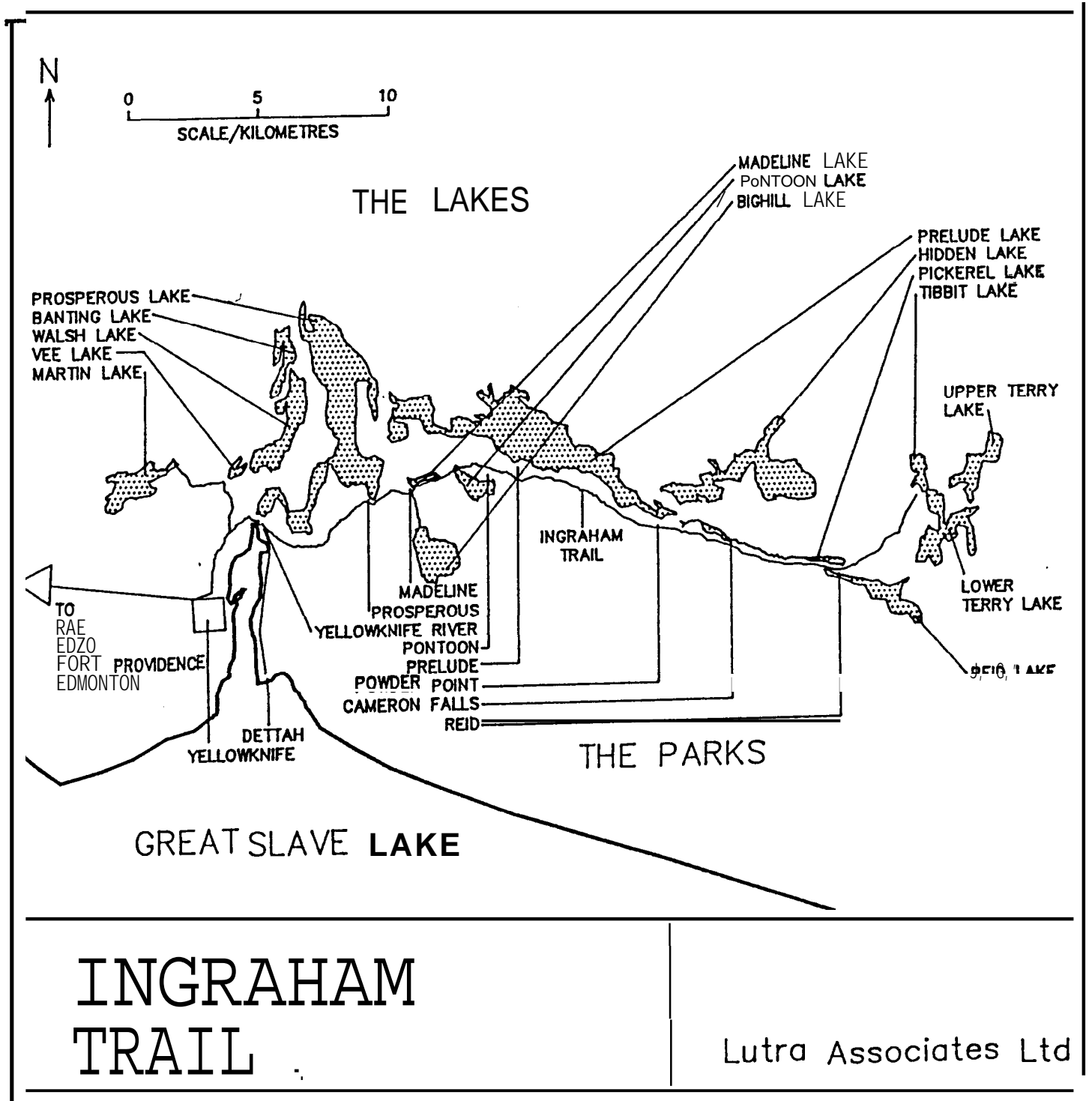


Figure 2



NORTHERN FRONTIER VISITORS' ASSOC.
INVENTORY OF LODGES, 1988.

** Lac La Martre

Name: Meni Dene Lodge	Activities: Fishing, dog sled
Location: Lac La Martre	expeditions, conferences for 30-40,
Accessed From: Yellowknife	handicrafts.
Season: June-Sept/Nov-March	Fish: Lake Trout, Arctic Grayling,
Capacity: 12	Whitefish, Northern Pike
Cost:\$675./for 3 days from Yk	Facilities: All inclusive - meals,
(Cdn)	guides, boats, motor.

NORTHERN FRONTIER VISITORS' ASSOC.
INVENTORY OF FIXED ROOF ACCOMMODATION, 1988.

Name	Capacity	Facilities
** Lac La Martre Meni Khon Hotel	8 (4 rooms)	Shared bath, coffee shop, T.V., phone. Canoe rentals and guides available. Souvenirs. Overflow facilities available.

NORTHERN FRONTIER VISITORS' ASSOC.
INVENTORY OF EATING ESTABLISHMENTS, 1988

	Capacity	Type of Establishment
** Lac La Martre Meni Khon Hotel	24	Family Restaurant
Meni Dene Lodge	30	Family Restaurant

NORTHERN FRONTIER VISITORS' ASSOC.
INVENTORY OF RETAIL OUTLETS, 1988
(WITH MERCHANDISE POTENTIALLY IN DEMAND BY VISITORS)

Name of Store	Type of Merchandise
** Lac La Martre Meni Dene Co-op	General merchandise

NORTHERN FRONTIER VISITORS' ASSOC.
INVENTORY OF SERVICES, 1988
(POTENTIALLY USED BY VISITORS)

Name of Business	Type of Service
** Lac La Martre Meni Dene Hotel	Canoe rentals
Meni Dene Co-op	Gas and diesel sales

NORTHERN FRONTIER VISITORS' ASSOC.
INVENTORY OF VARIOUS PLACES/EVENTS OF INTEREST, 1988.

	Comments
** Lac La Martre Site: Lac La Martre Significance: Recreational	Various skiing/hiking trails near the community. Ski cabin 3 miles from community.
Site: Lac La Martre Significance: Natural	Beaches along the N.E. shore of Lac La Martre.
Site: La Martre River Significance: Natural/Cultural	Falls and very rough rapids. Falls are a sacred dreaming spot.
Site: Lac La Martre (N.E. shore) Significance: Historical	The old settlement of Lac La Martre.
Site: Riviere Grandin (mouth) Significance: Historical/Cultural	Cemetery (cabins destroyed by fire).
Site: Lac La Martre Significance: Historical	Northwest Company trading post est. 1789. Site has not yet been discovered.
Site: Mud Lake Significance: Historical	Trading post built in 1924.
Site: Various Waterways Significance: Recreational/Trans .	Most rivers and lakes near the community are used.
Site: Various Trails Significance: Recreational/Trans .	There are numerous skidoo and trapline trails in the vicinity of the community.
Site: Lac La Martre Significance: Cultural	Many women are skilled in the production of a variety of handicrafts.
Site: Lac La Martre Significance: Cultural	Feasts, drum dancing and tea dancing are popular activities in the community.
Site: Lac La Martre Significance: Cultural	Most residents spend time on the land and have retained bush skills.
Site: Lac La Martre Significance: Cultural	Many older people know songs, legends and stories.
Site: Lac La Martre Significance: Cultural	Some residents still maintain and use dog teams. (5 dogteams in the community)

Site: Lac La Martre
Significance: Recreational

Hiking trail from the community to the La Martre River falls.

Site: Lac La Martre
Significance: Cultural

Spring Carnival. End of March. Dog races, hand games, drum dance, other traditional games

Site: Lac La Martre
Significance: Cultural

Canada Day celebrations - July 1st. Sports, games and feasts.

Site: Lac La Martre
Significance: Historical

Traditional camp sites along the shore of Lac La Martre & on various islands in the lake

Site: Lac La Martre
Significance: Natural/Recreational

Many picnic sites on the islands in Lac La Martre.

Site: La Martre River
Significance: Natural/Recreational

Canoe trips to Rae Edzo via the La Martre River available with return by air.

NORTHERN FRONTIER VISITORS' ASSOC.
 INVENTORY OF TRANSPORTATION BUSINESSES, 1988

	Frequency	Zone Communities Served / Type of Aircraft
** Edmonton Name: Canadian Airlines International Travel: Between travel zones Mode: Air Service: Scheduled	Daily	Yellowknife (Yk - Edmonton \$526. return). Planes: Boeing 737
** Fort Providence Name: Air Providence Ltd. Travel: Between & within travel zones Mode: Air Service: Charter	As required	All communities Planes: Cessna, Piper. Skis, floats and wheels.
** Hay River Name: Buffalo Airways (1986) Ltd. Travel: Between & within travel zones Mode: Air Service: Charter	As required	All communities Planes: DC-3, Cessnas.
Name: Carter Air Services Ltd. Travel: Between & within travel zones Mode: Air Service: Charter	As required	All communities Planes: Single & Twin Otters. Skis, floats and wheels.
Name: Landa Aviation Travel: Between & within travel zones Mode: Air Service: Charter	As required	All communities Planes: Single & twin engines. Skis, floats & wheels.
Name: Northern Transportation co. Ltd. Travel: Between & within travel zones. Mode: Barge Service: Scheduled/Charter	n/a	Yellowknife, Snowdrift
** Ottawa, Iqaluit, Boston Name: First Air Travel: Between travel zones Mode: Air Service: Scheduled	Daily	Yellowknife (return cost: Yk-Ottawa \$1970 Yk-Iqaluit \$1390.) Planes: Boeing 727

** Rae Edzo		
Name: Edzo Air Ltd.	As required	All communities
Travel: Between & within travel zones		Planes: Cessnas, Skis & floats.
Mode: Air		
Service: Charter		
Name: Roadrunner Transit	n/a	Yellowknife, Rae Edzo
Travel: Within the Zone		
Mode: Bus		
Service: Scheduled		
' ' Yellowknife		
Name: Ptarmigan Airways Ltd.	La Martre/Snowdrift: Charter: All	
Travel: Between & within travel zones	3/wk, Rae Lkes: 2/wk	communities
Mode: Air		Planes: Turbo Beaver, Twin Otters, Pipers.
Service: Scheduled/Charter		Skis, floats & wheels.
Name: Adlair Aviation	As required	All communities
Travel: Between & within travel zones		Planes: Beech King, Single Otter, Beaver. Skis, floats & wheels.
Mode: Air		
Service: Charter		
Name: LaRonge Aviation Services Ltd.	As required	All communities
Travel: Between & within travel zones		Planes: Twin Otters, Beech Barons, Beavers.
Mode: Air		Skis & floats.
Service: Charter		
Name: Latham Island Airways	As required	All communities
Travel: Between & within travel zones		Planes: Turbo Beaver, Twin Otter, Cessna. Skis, floats & wheels.
Mode: Air		
Service: Charter		
Name: Air Tindi Ltd.	As required	All communities
Travel: Between & within travel zones		Planes: Single & Twin Otters, Cessna. Skis, floats & wheels.
Mode: Air		
Service: Charter		
Name: Spur Aviation Ltd.	As required	All communities
Travel: Between & within travel zones		Planes: Single & twin engine aircraft. Wheels & floats.
Mode: Air		
Service: Charter		
Name: Frontier Coachlines	3/week	Yellowknife, Rae Edzo
Travel: Within the zone		
Mode: Bus		
Service: Scheduled		

Name: City Cab Co. Ltd. As required Yellowknife, Rae
Travel: Within the zone Edzo
Mode: Taxi
Service: Hired

Name: East Arm Freighting Ltd. As required Yellowknife,
Travel: Between & within Snowdrift &
travel zones Reliance
Mode: Barge
Service: Charter

** Yellowknife/Edmonton
Name: Northwest Territorial Daily Yellowknife Yk-
Airways Edmonton \$526.
Travel: Between travel zones return (Air Canada)
Mode: Air Planes: Electra,
Service: Scheduled DC-3, Boeing 737

NORTHERN FRONTIER VISITORS' ASSOC.
INVENTORY OF VARIOUS COMMUNITY INFRASTRUCTURE, 1988.

Type of
Infrastructure

** Lac La Martre
Developable Land:

Little or no land available till
airstrip is moved.

Electric Power:

Capacity: Diesel - 440 kW

Airport Facilities:

672m clay runway, no terminal
building, limited maintenance.
Unlicensed floatplane access.

Road Linkage:

A winter road links Lac La Martre
with Rae Edzo & Yellowknife.

Water Linkage:

By canoe to Rae Edzo (3-5 days) via
La Martre River. By canoe to Fort
Providence 2-3 weeks (currently
uncharted) .

SUMMARY OF CONTRIBUTION FUNDING
PROGRAMS AND TOURISM RESOURCES

APPENDIX A-2: SUMMARY OF CONTRIBUTION FUNDING PROGRAMS AND TOURISM RESOURCES

AGENCY	PROGRAM	ELIGIBILITY	COMMENTS	
MARKET DEVELOPMENT ECONOMIC DEVELOPMENT & TOURISM, INDUSTRY SCIENCE & TECHNOLOGY CANADA	E.D.A. MARKETING INCENTIVES *Consumer Programs *Distribution Network	N.F.V.A./T.I.A. N.F.V.A./T.I.A.	*in 2nd yr. of 3 yr. agreement *up to 100% of eligible costs *joint marketing with collateral industries	
	Marketing aid/tools Marketing new or expanding tourism facilities, prod. lines, services	N.F.V.A./T.I.A. Private Sector	*develop market & product info. *up to 45% to a max. of \$10,000, could include 'fare' tours, adv. direct marketing & aids	
	*Joint marketing *Package Tour Promotion *Marketing/Business Meetings Conference	Private Sector Private Sector Private Sector	*assistance for 3 or more operators *up to 45% to a max. of \$10,000 *promotions held in the N.W.T. *application intake August 15 annually	
	*Marketing of Incentive Travel Marketing Studies	Private Sector Private Sector	*to N.W.T. destinations *market info. supporting new & expanding tourism business	
	E.D.A. MARKET INFO. SYSTEM *Program Development	N.F.V.A./T.I.A. & Consortia	*in 2nd yr. of 3 yr. agreement *up to 100% including fees for prog. dev. & support materials	
	*Program Implementation	N.F.V.A./T.I.A. & Consortia	*up to 100% including fees for production, distribution of support materials, data collection! analysis	
	ECONOMIC DEVELOPMENT & TOURISM	TOURISM MARKETING PROGRAM Marketing aids *Distribution Network *Travel Trade *Outdoors/Adventure Prog. *Sport Fishing/Hunting Prog. *Media Relations ●public Relations *Industry Support *Research and Evaluation *Monitoring & Commercial Int. *Travel Counseling/Consumer Service	All Programs are carried out on behalf of all N.W.T. travel and tourism related business & travel assoc.	The intent is to market the N.W.T. as a tourist destination & establish an image & greater awareness of N.W.T. in the world market.

AGENCY	PROGRAM	ELIGIBILITY	COMMENTS
MARKET DEVELOPMENT	TRAVELARCTIC TOURISM MARKETING AND COUNSELLING *Print & T.V. ads, film prod. *Trade Shows *Public Relation Campaigns *Fare Tours for travel trade *Financial support to writers & photographers *Finan. Support to travel assoc. & businesses *conducts market research & evaluation of marketing projects *Travel counseling through production of brochures, maps posters, & promo. items *Provides travel info, & computerized listing of inquiries! response to mail, telephone and in person inquiries	All programs are carried out on behalf of all N.W.T. travel and tourism related business & travel assoc.	TravelArctic engages in activities to improve the image and level of awareness of the N.W.T. as a tourist destination.
T. I.A.N.W.T.	*Arctic Hotline Enquiry	Private Sector, Zones Public Sector	*every ad or commercial carried by TravelArctic's marketing program carries the toll-free Hotline no. Enquiries receive a customized information package.
	*Consumer Show Program	Licensed N.W.T. Operators & Zone Members	*target locations in Canada & U.S. offers a range of services including booking show space, booth requirements discounted airfares and complete promotional program in each city. Emphasis is ON selling actual products.
N.F.V.A.	*computerized Enquiry System	Zone Members	*offers printed labels to operators for enquiries to different activities happening in the zone.
	*Zone Advertising campaign	Zone Members	*target print advertisements in selected and market tested magazines. Co-op adv. is available for zone operators in conjunction with N.F.V.A.
INDUSTRY SCIENCE & TECHNOLOGY CANADA	*Canadian Trade Representation abroad & U.S. *Co-ordination of Media Events in Canadian Trade Centres abroad & U.S. *Connection with industry market segments in Canadian Trade Centres abroad & U.S. *Travel writer credentials *International Market Research Tourism Reference and Document	Zone Operators/ Public Sector Zone Associations & T.I.A.	*Tourism Canada has representation in Trade Offices abroad and in the U.S. Reps. are available to industry.

PRODUCT &
FACILITY
DEVELOPMENT

EC. DEV. & TOURISM/
E.D.A.

*Project Feasibility

Individuals & tourism
business in N.W.T.

*opportunity identification, new
business development, expansion
or modernization/upgrading of
existing tourism related business.
Up to **75%** of approved costs of
consulting services.

*Tourism Business
Development

Individuals, businesses
community based org.

*financial incentives to Offset
capital and increased cost of
doing business, Establishment
of new business up to **40%**; up-
grading & expansion of existing
business up to 30X. Including
capital costs of bldgs.,
machinery, equip., site servicing
& improvements.

*Tourism Related
Public Infrastructure

TIA, NFVA, Regional
Councils & Community
Associations

*establishment, Modernization,
upgrading expansion of tourism
related public infrastructure: up
to **80%** of eligible costs

EC. DEV. &
TOURISM, GNWT

*Product Development
Contributions
(to be discontinued in 1989) to

New or existing northern
business duly registered
carry on business - NUT services and

*preference is based on demonstrated
need to expand or improve pkg. tour
facilities. Up to **\$25k**

*Tourism Facilities
Development Contribution
(to be discontinued in 1989) on

Active northern business
duly registered to carry
on business in NWT

*preference is based on need for the
purchase, installation, renovation?
improvement or expansion of premises
or equipment. Limited to tourism
establishments or restaurants. Up
to **\$25k per** recipient.

*Tourism Support Program

TIA & NFVA

*contribution funding up to **100%** of
costs is available for: community
tour packaging to coordinate tourism
products in ind. communities; dev.
of multi-community pkg. tours by
established tour companies; const.
tourism related public infrastructure
in small communities; promotion of
pkg. tours to increase no. of tour

FISHERIES &
OCEANS, CANADA

*Tourism Wharf Program

Canadian businesses

*wharves or launching ramps must serve
tourism industry. Can provide access to
National Historic Site. Amount available
not to exceed **\$15,000**.

COMMUNICATIONS
CANADA

*Museum Assistance Program
Museums, art galleries,
exhibition centres, non-
profit institutions

Museums, art galleries,
exhibition centres, non-
profit institutions

*Exhibitions Assistance Program: Max.
\$300,000. for exhibit productions
*Planning Grants: Up to 50% to max.
of **\$50,000**, for institution development
*Equipment Grants: Up to 50% of purchase
and installing of museum related equip,

COMMUNICATIONS
CANADA

*Capital Assistance Program

Professional, Non-profit,
Cultural assoc., Municipal
and Territorial 60V.

*construction, renovation, repair of
cultural buildings: equip. Purchase%
preliminary studies to 25% of costs.

COMMUNICATIONS
CANADA

*Festivals and Special
Events

*See Capital Assistance
Program above

*cultural events of national scope.
assist in increasing audiences for
cultural Products. Max. 25% of costs.

AGENCY	PROGRAM	ELIGIBILITY	COMMENTS	
BUSINESS DEVELOPMENT	EC, DEV. & TOURISM	*Business Development Programs: -Business Loans & Guarantees Fund -Eskimo Loan Fund	Northern Businesses Inuit Controlled Northern Business	*lender of last resort providing loans & guarantees to a max. total of \$250k *loans granted for most legitimate bus. purposes/not applied against existing debt.
		-Financial Assistance to Business	Northern Business in Financial Need,	*for legitimate expenses incurred during normal business operations & must demonstrate they contribute to economy, Eligible costs include fixed costs, # of person yrs & annual wage bills.
		-Business Development	Business registered to carry on business in the N.W.T.	*for purchase, installation, renovation, improvement or expansion of equipment or premises. \$10,000 per additional full time position created to a max. of \$50k not to exceed \$25k of expenditure purpose.
		-Small Business Grants	Business registered to carry on business in the N.W.T.	*contributions up to \$2500 for need and where other financial resources are not available.
		-Venture Capital	Individuals, Corporations, Groups are encouraged to form an investment co. known as a Venture Capital Company.	*contributions equivalent to 30% of initial investment to a max. of \$150k. 100% of Venture co. funds must be invested into an eligible business within one yr. & remain for a min. 3 years.

AGENCY	PROGRAM	ELIGIBILITY	cm&m	
BUSINESS DEVELOPMENT	INDUSTRY, SCIENCE & TECHNOLOGY, CANADA	*Special ARDA(1)	Indian & Inuit Business	*priority is placed on improving business and management skills; Commercial Undertakings funding for establishment, modernization & acquisition of businesses employing a majority of native people. Related Infrastructure funding for capital infrastructure such as access roads, or docks. Viability & no. of jobs created are min. criteria.
		*Native Eco. Development Program(1)	Inuit, Metis, Status & Non-status Indians	*Contributions to business & economic development planning activity at the community level; product and process innovation; viable Native business ventures including viable primary resource businesses; marketing of Aboriginal products.
	ARCTIC CO-OPERATIVES LTD.	*Co-operative Development Fund	Member Co-ops	*loans available for co-op business development at preferred rates.
	CHARTERED BANKS, FBDB	*Small Business Loan Act: Business Improvement Loans	Small business in transportation, service, wholesale & retail trade,	*loans for the purchase of land, renovation, improvement, extension, modernization and/or purchase of premises and/or equipment; gross revenue of business not to exceed \$2m; Loan limit \$100,000 to finance up to 90% of land/premise costs & 80% of equip. costs; 10 year repayment @ 1% over prime.
INDIAN AND INUIT AFFAIRS	*Economic Development Program	Status Indians	*equity contributions for individuals of Status Indian descent. Up to \$25,000 per application available as a leverage fund.	

After March 1999 SARDA & NEDP will lapse to be replaced by a combined program.

AGENCY	PROGRAM	ELIGIBILITY	COMMENTS	
INDUSTRY SUPPORT & HUMAN RESOURCE DEVELOPMENT	ECONOMIC DEVELOPMENT & TOURISM, EDA	*Project Feasibility, Conceptual Design & Master Planning Studies	TIA, NFVA, Communities, and Groups of Communities	*to develop individual but co-oral themes for the communities to en- hance their unique tourism attributes within a packaged product. Up to 90X of approved costs.
		*Hospitality Awareness	TIA, NFVA, Regional Councils, & Community Associations	*program development - up to 100% including fees to develop prog, and support materials; program implementation - assist in form of a direct contribution to sponsoring assoc. for delivery of hosp. awareness programs
		*Standards and Ratings	TIA	*development of an industry wide standards & ratings system for tourism products and services. Up to 100% for prog. development & 50% for implementation.
	ECONOMIC DEVELOPMENT & TOURISM	*Canadian Executive Service Organization (CESO)	Sole Proprietor, Com- panies, co-ops., non profit organizations	*counselling from retired experts in a variety of business dev. fields.
	*Tourism Hospitality Training	T?A, NFVA, Business	● fUndrjg for territorial wide needs assessment, training prog. dev. & regional, community and industry pilot projects & delivery.	
	*Tourism Planning and Program Development	TIA, NFVA, Regional & Tribal Councils, Commu- nities & Private Sector	*services include regional, area & community tourism planning; industry & staff training; enforcement of tourism regs., liaison with gov't & industry. Consultation & assistance delivered through the Regional Tourism Officer.	
	*Tourism & Parks Capital Planning	G.N.W.T.	*NFVA & communities can input to the Tourism and Parks capital regarding capital infrastructure for their area.	
ARCTIC COLLEGE	*Levels 1 & 2 Guide Training	Individuals, Outfitters	*application to Reg. Tourism Officer; Location and scheduling of program decided by Tourism Training & Man- power Needs Board.	
INDIAN & INUIT AFFAIRS	*Inuit & Indian Community Human Resource Strategy	Individuals, Bands, Councils, Community Associations, Public & private Employees	*funds used towards development of human resource & job opportunity inventories & strategies; support to local employment projects; community economic enterprises providing equity financing to business which yield lower than normal rates of return on investment; business training & support services to existing & Potential native business people; youth entrepreneurship resources to cover costs to develop & deliver projects for youth aged 17 to 30.	

AGENCY	PROGRAM	ELIGIBILITY	COMMENTS
F. B.D. B.	*CASE Counseling	Entrepreneurs	*provi sion of business support from a pool of counselors assigned to speci fic business to discuss plans and provide an assessment with recommendations.

Sources:

Programs and Services Manual, 1987, Policy & Planning Division, Dept. of Economic Development & Tourism

Grants and Loans, June 1986, Northwest Territories Culture and Communication

Booklet: "The Native Economic Development Program: Proposal Development Guide", 1984, DRIE-14-03B

Assistance to Business in Canada -ABC Federal/Provincial, FBDB, 1987

RECEIVED JUN - 2 1988

MARKETING STRATEGY AND PLAN

Northern Frontier
Visitors Association

June 1, 1988

MEDIA PLACEMENT

Objectives

- To develop an awareness of Northern Frontier as a travel destination, highlighting the available products in the zone.

- To generate quality responses, so additional **selling can be done via the mailing of a response package, and via direct operator contact** since operators will be provided with respondents names per market segment.

- To generate 1,500 responses, particularly in areas where product exists.

Explanation

In line with the Northern Frontier market segments, ads will be placed in specific publications which match these markets. Placements will be in **both U.S. and Canadian publications** and will be geared to reach some three million plus primary readers. The ads will be set up so they can be used as a banner format to encourage participation by zone operators. For example, the fishing ad could run under a heading of "Share **our Northern Frontier Fishing**" with general copy related to the zone. **Operators would be able to** buy in to the page, or half page, and in the event there were no buy-ins, the ad could still work as a stand alone ad.

Suggested Media Plan

<u>Publi cat i on</u>	<u>Ad Size*</u>	<u>Insertion Date</u>	<u>cost**</u>
File 1 d/St ream	Class/dis.	With T/A ad***	\$ 1,000. U.S.
Outdoor Canada	1/3 pg.	Fishing special	2,850.
Petersens	1/6 pg.	With T/A ad	1,425. U.S.
Cdn Geographic	1/3 pg.	Jan/Feb.	2,900.
Up here	1/3 pg.	Travel special	750.
	1/3 pg.	Fishing Special	750.
Travel /Leisure	1/6 class	TA special	3,020. U.S.
Alaska Milepost	1/3 pg.	1989 edition	1,500. U.S.
Outside	1/6 pg.	With T/A ad	2,300. U.S.
Participation in Explorers Guide, Cdn. Airlines mag. etc.	various	as scheduled	<u>2,500.</u>
	Sub total		\$18,995.
	U.S. exchange @ 32%		2,959.
	Color seps, other technical		<u>2,000.</u>
	TOTAL		\$23,954.

* Basically we have selected 1/3 page in Canadian magazines and 1/6 page in U.S. magazines. All except class display will have options for buy ins.

** Costs could vary slightly, but would be kept within the total budget.

*** T/A indicates placement via the Travel Arctic Marketing program.

* In some cases we are attempting to match ads with editorial. Dates could be adjusted to match editorial if prior to March 31/89

NOTE : Media selection could vary following the final tabulation of 88 results and analysis of effectiveness of 88 placements.

MARKETING AIDS

1. ZONE BROCHURE REPRINT

The zone brochure is part of the response package given to people requesting information on travel to the Northern Frontier zone. It provides a pictorial overview of the zone's offerings and is intended to lure people to travel to the area. Last year the zone printed 10,000 copies of the brochure. By the end of the season, the zone expects to have approximately 4,000 copies on hand, and will require an additional 5,000 to fill increasing demand for this brochure.

Distribution

This brochure **will** be mailed as part of the response package to requests for Northern Frontier travel information. As well, it will be made available to operators in limited quantity for distribution at consumer shows in the south, and at special events in the south. Copies **will** be included in conference kits for out-of-town delegates visiting **Yellowknife** and will be made available at information centres in the zone.

Cost Estimate

Estimated cost to reprint 5,000 copies of the brochure, including approximately six photo changes and **minor copy changes will be \$8,000.**
A total of \$7,000 will be applied for under EDA.

2. PRODUCT INFORMATION GUIDE REPRINT

Objectives

- To have a **current listing** of services, facilities, attractions, etc.
- To encourage wider use of local services by visitors
- To improve the visitor's experience in Northern Frontier Country

Explanation

In the past year the zone produced a 36-page product information guide, which provided a block of copy for zone members, and a simple listing for non members. In addition, the guide included general information on the zone, and information on each community within the zone. Using the same format, the zone plans to reprint the brochure, adding information on new services, facilities. The sections on fishing and hunting will be reduced, since they will appear in separate flyers.

Quantity

A total of 3,000 copies of the booklet **will** be printed.

Distribution

The distribution will be roughly divided in two, with about half the copies used locally within the zone, and half the copies used in response to general requests for information. Within the zone the booklet will be used in conference packages, and will be distributed to visitors who actually come into the area.

Estimated Cost

The total cost to prepare and print this guide will be \$6,800. **Using the co-operative approach, members will be asked to pay approximately \$50 for their listing in the Guide.** This fee can be collected with membership fees... listed under marketing options on the form. It is estimated that about 56 **operators/businesses** will select the buy-in option, to provide total industry revenue to this project of \$2,800. The funding requirement via EDA will be \$4,000.

3. MISC. RESPONSE MATERIALS REPRINTS

Explanation

To expand the image of the Frontier, the zone used special mailing envelopes and invitation cards to respond to requests for information. Additional quantities of these materials will be required in the upcoming year.

Quantity

3,000 copies of both the invitation and the mailing envelope will be required.

Cost Estimate

Reprint costs for the two items will be \$1,900.

4.0 NORTHERN FRONTIER FISHING BOOKLETObjectives

- To **increase the number** of guests using Northern Frontier fishing facilities.
- To **highlight the range** of fishing experiences available in Northern Frontier, from full service lodges to housekeeping operations, to fishing trip outfitters.
- To establish Northern Frontier as the **fishing capital** of North America.

Explanation

In the past, TravelArctic produced a fishing guide with listings of all lodges across the Northwest Territories. In 1989 **the fishing guide will deal mainly with fishing in the Northwest Territories in general**, but will not include detailed information on each lodge. As the **NWT** zone with the most fishing lodges, and fishing outfitters, this program is designed to increase the capacity for all lodges, particularly the smaller lodges and day trip operators.

The booklet will follow a similar format to the product information guide, with a general section on fishing in Northern Frontier and a detailed listing for each fishing lodge/outfitter who wishes to be included. The booklet will be approximately **24** pages plus cover.

Quantity

Print run will be 2,000 copies

Distribution

Copies will be sent in response to fishing information requests generated through ads placed in fishing publications. As well, it will be distributed to conference delegates, and will be available for visitors to the zone via information centres. It will also be made available to conference organizers who wish to promote pre and post conference trips. Copies will also be sent to major fishing clubs, as part of a direct mail information program.

Estimated Cost

The estimated cost of this fishing guide will be \$4,500. **Using the co-op** or buy-in approach, it is estimated that at least 20 of the 30 operators will participate in this booklet. At a cost of \$50 per operator (approx.) the expected revenue will be \$1,000. The amount applied for via EDA will be \$3,500.

5.0 NORTHERN FRONTIER HUNTING FLYER

Objectives

- To increase the number of sports hunters coming to Northern Frontier zone.
- To **highlight** the Northern Frontier hunting experience, stressing the **barrenground** caribou
- To assist in establishing Northern Frontier as the major North American location for **barrenground caribou** hunting.

Explanation

Currently there are some **200** people who come to Northern Frontier each year to hunt caribou (mainly) and to experience the' **barrenlands**. **Outfitters in the area have the potential to double this number, and currently, with approximately 400,000 caribou in the zone, there would be no threat to the herds. As the major caribou hunting zone, Northern Frontier outfitters have received limited assistance to promote their product in the past.**

This booklet will highlight the challenge and the adventure of hunting barrenland caribou, and will provide a detailed listing of the operators in the zone, as well as all pertinent data re caribou hunting regulations, bag limits, etc. This will be an **8½ x 11**, three fold flyer, geared to the hunting market.

Quantity

Printing quantity will be 1,000 copies.

Distribution

The flyer will be sent out in response to hunting requests generated through the ad program. It will also be mailed to a select listing of sports hunting clubs/organizations and will be included in a media kit directed to hunting publications.

Estimated Cost

The estimated cost of this hunting flyer is **\$1,000. Using the buy-in approach, it is expected that five operators will contribute \$500 to the flyer.** The amount requested via EDA will be \$500.

6.0 EVENTS/ATTRACTIONS CALENDAR POSTER

Objective

- To publicize the major events/attractions in the zone in a concise calendar which can double as a poster.
- To encourage the use of major events as a packaging catalyst,
- To encourage more people from outside the zone, or outside **the** community to attend Northern Frontier events.
- To display the range of Northern Frontier events. **..historical**, cultural sports, etc.
- To serve a secondary purpose of supporting **existing zone products** by including some general copy on the calendar

Explanation

This marketing item will have a utilitarian purpose, as well as a promotional purpose. **The poster format will fold into an 8½ x 11 piece, suitable for mailing and will highlight events such as Caribou Carnival, the Midnight Sun Golf tournament, the Dene summer games etc. As well it will contain a collection of other information which introduced zone products. For example historical dates (pouring of first gold brick, or Mackenzie passing thru Rae) could be included. The poster will be done with illustrations, and will contain other interesting information such as temperature highs/lows for a particular month, amount of daylight per month, etc.**

Quantity

Printing quantity will be 3,000 copies

Distribution

Copies will be sent in response to requests for information regarding activities in the zone. Also copies will be sent to tour wholesalers, travel agents in nearby markets, and to organizers of major events. Copies will also be **distributed locally, as part of a tourism awareness program, and to develop local interest in packaging some of the events/attractions.**

Estimated Cost

The estimated cost of this event will be \$4,500. Airlines and other **companies** will be solicited for sponsorship. No funds are being requested from EDA

8.0 RETENTION SHEETS

Objective

- To encourage visitors to the area to stay longer, to spend more and to have a fuller experience in order to spread positive word-of-mouth advertising **when they return to their homes.**

Explanation

Currently, there is only a limited number of package tours in place in Northern Frontier zone. Although there is development **work underway in this** area, it is not **likely many new products** will be in place by the summer of 89. As an interim measure, and in line with likely local packages to be developed, the zone plans to produce three inexpensive broadsheets, tied into the frontier theme, which provide incentive for visitors to extend their stay, or enjoy more of the offerings of Northern Frontier. One will be geared to the aviation story of the zone, one will relate to the **geology/rockhounding/mining** aspects of the zone, and one will deal with the culture/history and arts and crafts of the zone. All will tie in closely with products where they exist and **will also work as "self-guides" to the area.**

Quantity

Printing quantity for each **broadsheet** would be 2,000 copies. This number would satisfy one season's needs, and would not be required once a private operator packages some of the related experiences.

Distribution

Although some of these sheets would be used to fill specific information requests, most would be distributed locally via conventions, information centres, hotels, etc. Copies would also be made available to appropriate participants/sponsors.

Estimated Cost

The estimated **cost for all three flyers would be \$6,000. A major portion** of the expense would be the research and writing component. This program would be operated on a **co-op** or sponsorship basis. For example the local airlines could contribute, or purchase advertising space on the one on aviation history, and the Chamber of Mines might sponsor the **geology/mining** flyer.

No funds are being sought through EDA for this project

9.0 FOLDERS/SHELLS

Objectives

To professionally present the zone's information package to the media conference delegates, travel influencers, etc.

Explanation

In the **summer** of 1987 the Northern Frontier zone produced 2,000 folders/shells. These were completed prior to the introduction of the zone theme, although the logo is included. Quantities are running low, and **additional** shells are required for the upcoming year. **The same** design, color separations will be used with only minor changes.

Quantity

Printing quantity will be 1,500

Distribution

The shells will be used for packaging media kits, information packages sent to **select** publics, to conference delegates and for special presentations.

Estimated Cost

The complete cost of \$3,000 is being applied for under EDA

10.0 IMAGE BANK

Objective

- To develop a comprehensive collection of high quality photographs which are representative of all products and areas in the zone.
- To have a photo collection which can be accessed by members.

Explanation

Currently, Northern Frontier has a limited number of slides available for its own use or member use. Although the zone will be able to obtain some photographs from the TravelArctic shoots being done **in the summer of 88**, they will require additional slides to round out the collection. To obtain these photos, the zone will firstly canvas its members, will attempt to purchase photos locally, and then will have a photographer do a "fill-in" shoot. Costs in this area would cover duplication of slides, as well as the **cost to hire a local photographer** for a limited shoot. It would also cover some image purchases.

Usage

Slides would be assembled and cataloged in a zone library, and would be used in promotional materials. As well, the library would be open for members to use when developing their own marketing materials.

Estimated Cost

\$2000. Of this amount, **\$1,000** is being applied for under EDA.

11.0 POSTCARD/TEASER PROGRAM

Objectives

To encourage local residents to invite friends and relatives to the zone.

Explanation

Most residents in Northern Frontier, who moved here from southern Canada, have many friends and relatives who have indicated an interest in visiting the zone "some day". The postcard will be designed to help "close the deal" and encourage these people to make the move and travel to Northern Frontier zone. These postcards will be used as part of a larger program designed to motivate locals to invite friends and relatives to Northern Frontier. They will be a colorful card, which can simply be sent out to names provided to the zone office.

Quantity

1,500 cards will be printed.

Distribution

They will be sent to supplied names, generated via a local program to encourage more **visiting** friends and relatives.

Estimated Cost

The estimated cost of producing the cards will be \$ 2,000.
\$1,000 will be applied for under EDA.

12.0 DISPLAY PANELS

Objectives

- To visually present the Northern Frontier zone to visitors to the area, thus encouraging participation in activities offered.
- To highlight operators products in conjunction with the zone image
- To assist with tourism awareness in the zone, by making the display unit available to communities, for public areas.

Explanation

Northern Frontier currently owns the hardware and shipping case for an Instand Display. It also has a number of individual display panels, but these do not tie in with **the current theme**, nor show the zone to best advantage. The zone proposes purchasing a new set of panels for the existing hardware, and incorporating its new theme, visual image into these panels. The panels would be designed in such a way, that interchangeability would be possible. For example, two of the panels, may stress the Northern Frontier message, **whi**'e the other two are general visuals. These visuals could be changed to fishing visuals (provided by a lodge operators) or hunting visuals. This approach makes it possible for operators to tie in with the display at relatively low cost.

Usage

This could be used at conferences, could be set up in communities as part of the tourism awareness program, **could** be used for special events in the south **and could be** used by operators in conjunction with their own display materials.

Estimated Cost

The cost to produce new panels for the approximately 7' x 10' display would **be** approximately \$3,000.

No funds are being sought under EDA for this project.

MEDIA RELATIONSObjective

The objective of the program will be to develop ongoing contact with appropriate media, and encourage the media to consider coverage of northern Frontier products in their publications. It will be designed to tie in with operators, encouraging articles on specific operators. Actual costs of any media tours will not be considered in this program, since operators can obtain funding via other **EDA** programs.

Explanation

During the course of the year, a series of eight different media kits will be sent to appropriate media. Two of the kits will deal specifically with fishing, one will deal with hunting, and the other five **will deal** more generally with the products of the zone. **An overall mediamailinglist** will be developed and will include contacts at U.S. and Canadian publications, newspaper travel editors and other travel influencers.

Quantity

Approximately **200** media kits will be sent out each mailing.

Distribution

Distribution will be geared to the subject matter in the kits. For example, a fishing media kit will naturally go to all the fishing magazines, outdoors columnists at major newspapers, etc.

Estimated Costs

Much of the material for the kits will be drawn from existing materials produced via other segments of the marketing program. The only additional item required will be the actual release to be included in the package. As well, there will be some costs for development of the mailing lists for the release.

Total estimated cost for this program will be **\$3,000. Releases (8 x \$300) will** account for the major expenditure, while mailing list development will account for \$600 of the budget.

The total amount will be sought under the **EDA** program.

PUBLIC RELATIONS

Objective

To develop **more** awareness and interest in the development of tourism potential in Northern Frontier, by providing **ongoing information** in various forms to members and residents of the zone. To reach the southern market on a more direct basis, by arranging for members to make presentations in southern locations, to select groups of people in conjunction with other marketing activities.

Explanation

More emphasis will be placed on in-zone communications, with the production of ongoing information packages to be distributed to all operators, municipal councils, groups and organizations in the zone. Over the year a **total of six information kits will be distributed. Each will deal with a different topic (i.e. how to become involved in the zone marketing efforts, hospitality, etc)** For the southern market, a type of speaker's bureau will be developed, and the zone will arrange for members to speak to at least four groups during the **winter promotional season**. These groups could include fishing clubs, hunting organizations, **travel** writers luncheons, etc. The role of the zone will be to arrange these speaking engagements, and supply required materials **for the member handling the assignment**. The engagements will be scheduled with known participation at sportsmen shows, promotional tours of operators.

Quantity

The information packages will be produced in quantities of 200, to be distributed six times per year. A minimum of four engagements will be established in one year.

Distribution

Information packages will be distributed to members, potential members, municipal councils, bands, zone organizations.

costs

The costs will be mainly for the development of specific information pieces for the information packages. This is estimated at **\$1800. (6 x \$300)** IN addition there will be a cost for support materials to be used by speakers. This **will** involve **visual** materials, development of speaking notes, etc. This cost would be **about \$1,000. Total estimated cost, \$2800. All will be applied for under EDA**

NORTHERN FRONTIER VISITORS ASSOCIATION

Marketing Budget - 1988/89

PROGRAM	Applied for under EDA	Industry & Other Contrib.	Total Budget
I. CONSUMER ADVERTISING	\$20,000	\$4,000.	\$24,000.
II. MARKETING AIDS			
1. Zone brochure reprint	7,000.	1,000.	8,000.
2. Product guide reprint	4,000.	2,800.	6,800.
3. Misc. resp. materials reprint	1,000.	900.	1,900.
4. Fishing guide	3,500.	1,000.	4,500.
5. Hunting flyer	500.	500.	1,000.
6. Events/attractions calendar -		4,500.	4,500.
7. Driving guide		4,500.	4,500.
8. Retention sheets		6,000.	6,000.
9. Folders/shells	3,000.		3,000.
10. Image bank	1,500.	500.	2,000.
11. Postcard/teaser	1,000.	1,000.	2,000.
12. Display panels		3,000.	3,000.
III. MEDIA RELATIONS	3,000.		3,000.
IV. PUBLIC RELATIONS	2,800		2,800.
Sub total	\$47,300.	\$29,700.	\$77,000.
DELIVERY @ 17%	8,041.		
TOTAL	\$55,341.	\$29,700.	\$85,041.

NORTHERN FRONTIER VISITORS ASSOCIATION

Schedule of Contributions
to Marketing Programs

<u>PROGRAM</u>	<u>NFVA Cont.</u>	<u>Ind. Cont.</u>	<u>Other Cont.*</u>	<u>Total Cont.</u>
CONSUMER ADVG.			\$ 4,0(-)0.	\$ 4,000.
MARKETING AIDS				
1. zone brochure		-	1,000.	1,000
2. product guide		\$ 2,800.		2,800.
3. misc. response mat.	\$960.			900.
4. fishing guide		1,000.		1,000.
5. hunting guide		500.	-	500.
6. events/attractions cal.		2,000.	2,500.	4,500.
7. driving guide	1500.		3,000.	4,500.
8. retention sheets		6,000.		6,000.
9. folder/shells				
10. image bank	500.			500.
11. postcard/teaser	1000.			1,000.
12. display panels			3,000.	3,000.
MEDIA RELATIONS				
PUBLIC RELATIONS				
TOTALS	<u>\$3,900.</u>	<u>\$12,300.</u>	<u>\$13,500.</u>	<u>\$29,700.</u>

* - Other contributions could come from available TIA marketing funds under EDA, direct access to funds from Dept. of Economic Development and Tourism, or access to funds under other programs.

PRELIMINARY TOURISM DEVELOPMENT EVALUATION CRITERIA

To evaluate **DEVELOPMENT OPPORTUNITIES** and **INDUSTRY SUPPORT PROGRAMS** available to the Northern Frontier, each opportunity and support program should be considered in light of:

1. MARKETABILITY:

Competition, market targets (ie. Adventure Travel and General Touring), suitability to tour packaging and compatibility with regional appeal/image (ie. 'the Frontier Spirit')

2. COSTS/FUNDING:

Developmental and operational costs, availability of support funds

3. PROFITABILITY:

The relationship between start-up costs, operational costs and eventual revenue generation

4. COMMUNITY ISSUES:

Direct/indirect employment, social-cultural impact and, local participation and control

5. HUMAN RESOURCES:

Organizational structure and support, availability of skilled management and staff - who will assume responsibility?

6. ACCESSIBILITY:

Climactic conditions, distance of resource, mode of transport

7. TIMING:

Ease of developing opportunity (ie. from scratch, through acquisition of existing business)

8. ENVIRONMENTAL SENSITIVITY:

Impacts of development to the environment

9. RESOURCE ABUNDANCE:

Traditional use of resource, longevity of resource

10. LAND USE (CONFLICTS)

Prior land interests (ie. non-renewable resource industry, aboriginal groups), inter-industry use conflicts (ie. consumptive/non-consumptive)

11. IMPACTS TO ECONOMY

Economic value of opportunity to the community economy, to the tourism sector in Northern Frontier, and to the N.W.T. tourism sector

DEVELOPMENT OPPORTUNITIES	SOURCE	COMMUNITY	MARKET SEGMENT	COMMENTS
*Menikhon Hotel - Renovate hotel and coffee shop	Rae Band Study	Lac La Martre	Ind. Tour/Business Adv. Travel	Complete
● (Unfitting/guiding - winter/summer sportsfishing, dog team, sightseeing)	Rae Band Study	Lac La Martre, Rae Lakes & Rae	Ind. Tour/ Business Adv. Travel	Partial Implementation
*Sport Fishing Lodge - in conjunction with local hotel and/or on lake	Rae Band Study	Lac La Martre	Adv. Travel	Implemented
*Boat Tours- 13 guided day & up to 3-5 days on adjacent rivers/lakes packaged with viewing /fishing/inter.	Rae Band study	Rae Lakes, Rae Snare, Lac La Martre	Adv. Travel / Ind. Touring	Partial Implementation
● diversity of Bush - 3-5 people winter/summer learn/exper. packages with range of traditional exper., culture & history	Rae Band study	Lac La Martre, Rae Lakes, Snare	Adv. Travel Cultural	Not implemented
*Bush Vacation With Dogrib Family - small group/family experiencing cultural exchange in on-the-land setting	Rae Band study	Lac La Martre Rae Lakes, Snare	Adv. Travel Cultural	Not implemented
*Zone Product/Facility Diversification - in lieu of developing new facilities & products for new markets, build on established product base and market awareness for new outdoor adv. travel and specialty markets. Product pckging is another means of improving the level of service for new outdoor adventure travel products.	Lutra Assoc./ D.Murray & Assoc.	Zone	Adventure Travel Specialty General Touring	some zone operators already offer a product mix; requires licensi and proper level of capitalization
*New Events - create new events in the zone such as a northern air shorn which would act as travel generators both into and within the zone	D.Murray & Assoc.	Zone		

INDUSTRY SUPPORT OPPORTUNITIES

INDUSTRY SUPPORT OPPORTUNITIES	SOURCE	COMMUNITY	MARKET SEGMENT	COMMENTS
*Awareness Program	Rae Band Study	Rae Edzo, Rae Lakes, Lac La Martre, Snare	All markets	Partial impl.
*Legends/History Project - publications/tapes outlining Dogrib history and legends	Rae Band study	Rae Edzo, Rae Lakes, Lac La Martre, Snare	Ind. Touring/ Adv. Travel Cultural	Partial collection
● zone Canoe Routes - identify and develop	Zone Capital	Zone	Ind. Touring/	Status unknown
*Interpretive Trails and Picnic Site- La Martre Falls	Verbal Comm.	LacLa Martre	Adv. Travel	Included in GNWT Capital Plan
*Historic Sites- Marion Village	Verbal Comm.	Lac La Martre	Adv/Specialty/ Cultural	Included in GNWT Capital Plan

APPENDIX C-2 DEVELOPMENT OPPORTUNITIES and SUPPORT PROGRAMS
(UNDER SEPARATE COVER)

APPENDIX D

-

- Lutra -

EDA Collaborative Inc. 1985. Ingraham Trail Master Plan

EDA Collaborative Inc. 1987. Highway #3: Corridor Plan - Fort Providence to Yellowknife

Fee-Yee Consulting Ltd. 1986. Proposed National Park: East Arm of Great Slave Lake - Final Report on the Consultation and Information Project with the Dene of Snowdrift, N.W.T.

Government of British Columbia and Department of Regional Industrial Expansion. Tour Packaging

G. N.W.T., Department of Culture and Communication. 1987. Plant Life of the Northwest Territories

G. N.W.T., Department of Culture and Communication. 1987. Climate of the Northwest Territories

G. N. W.T., Department of Economic Development and Tourism. 1984. How to Establish a Business in the Northwest Territories

G. N.W.T., Department of Economic Development and Tourism. 1987. Programs and Services Manual

G. N. W. T., Department of Economic Development and Tourism. 1988., Growth in Northwest Territories Tourism Facilities

G. N. W.T., Department of Economic Development and Tourism.
1988. Northwest Territories Tourism Research Reports
1986. The U.S.A. Market Segments for Northwest Territories Tourism
1986. Angling Visitors to the N.W.T.
1986. The Market for motoring Visitors to the N.W.T.
1986. The Geographic Markets for Northwest Territories Sport Fishing
1987. Motoring Visitors - Volumes and Origins, 1986
1987. Counts of Visitor Information Centre Users
1987. Motoring Visitors - Volumes and Origins, 1987
1987. Trends in Canadian Tourism - Travel to and from Canada
1987. Markets for Travel To Canada and Northwest Territories - West Germany - United Kingdom - France - Japan
1988. Sales of N.W.T. Sport Fishing Licences G. N.W.T. & Department of

Regional Industrial Expansion. 1986. Canada - Territories Economic Development Agreement

G. N. W.T., Travel Arctic. 1987. Tourism Facts 1987

G. N.W.T., Travel Arctic. Travel Arctic Marketing Plan 1988-89

G. N. W.T., Travel Arctic. 1989 Explorers' Guide

The Heritage Canada Foundation. 1986. The Main Street Canada Programme

Lutra Associates Ltd. 1987. Economic Study of the Proposed
East Arm of Great Slave Lake National Park

MacLaren Plansearch. 1985. Yellowknife Waterfront Development
Study, Draft Final Report

MacLaren Plansearch. 1988. Western Arctic Tourism Strategy,
Vol. 1, Executive Summary

Marshall **Macklin** Monaghan. 1986. Keewatin Destination Zone
Tourism Development and Marketing Strategy

Native Women's Association of the **N.W.T.** 1989. Entrepreneurship
Training Program

Native Press. Lee **Sellick.** 1988. Mesa Lake

Northwest Territories Tourism Industry Association. 1986-88. **NWT**
Tourism Today

Northern Frontier Visitors Association. 1988. Frontier Spirit **vol.1**

Northern Frontier Visitors Association. 1988. Marketing Strategy
and Plan News/North. 1988. Opportunities North '88

News/North. 1988. Venture North '88, Tourism Report

Nunatext Publishing Corp. **Iqaluit** Visitors Guide

Outcrop Ltd. 1988. Northern Frontier Visitors Association Zone
Image Identification and related Marketing Approaches

Outcrop Ltd. 1986. Northwest Territories Data Book 1986-87

Qaiwik Ltd. 1981. Rae Band Tourism Strategy Phase 1 & 2

———— **Lutra** ————

Resources Management Consultants (N. W. T.) Ltd. **Yellowknife**,
1981-1991 Economic Prospects and **Growth Implications**

Regional Industrial Expansion. 1984. The Native Economic
Development Program Proposal Development Guide

Reid Crowther & Partners Ltd., Keith Driver and Associates Ltd.,
Nichols Applied Management Economists. 1988. City of **Yellowknife**
Draft General Plan 1988

Tourism Industry Association of the Northwest Territories. 1988.
Northern Most Host A Curriculum For Hospitality and
Tourism Awareness

Tourism Industry Association of the Northwest Territories. 1988.
Economic Impact of the Northwest Territories Tourism Industry

Topolniski, D., Western Region, Department of Fisheries and Oceans 1982.
Regional Income Analysis of Northwest Territories Fishing Lodges

Uphere. 1988. Canada's Northwest Territories Tours

Wilderness Consultants. 1987. Guide Development: Strategy Report

Yellowknife Ski Club. 1988. Trails For Tourists

BROCHURES

Arctic Safaris. Big Game Hunts, Barrenland Outfitting and Guide Services

Arctic Fishing Lodges. For The Real Fisherman

Bransons Lodge. Fabulous Fishing

Blachford Lake Lodge. Summer Escape/Winter Escape

Bluefish Services. Fish in the Northwest Territories on Great Slave Lake

Canoe Arctic Inc. Guided Canoe Trips in Canada's Arctic and Sub-Arctic, 1988
Canoe Trips

— **Lutra** —