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***Northern Frontier Zone Tourism
Development Strategy - 1989-93 - Snowdrift
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**NORTHERN FRONTIER ZONE
TOURISM
DEVELOPMENT STRATEGY-
1989-1993**

**SNOWDRIFT TOURISM
DEVELOPMENT PLAN**

LUTS'ELK'E TOURISM DEVELOPMENT PLAN

February 1989
PREPARED BY:
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FOR:
**NORTHERN FRONTIER
VISITORS ASSOCIATION**

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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 Plan 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 ISA 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,

- identify tourism development goals, objectives, business opportunities and industry support programs.

The Snowdrift Tourism Development Plan provides a blueprint for the development of the industry and serves as a guide for tourism related decisions over the next five (5) years. This planning document together with the overall Northern Frontier Tourism Zone Strategy:

- increases Snowdrift's awareness of the tourism industry and of other zone products,
- examines the current tourism environment in and around Snowdrift,
- determines what development opportunities and industry support programs could occur in Snowdrift over the next five (5) years,
- analyzes constraints and identifies impacts associated with future tourism activities and suggested development opportunities,
- articulates Snowdrift's tourism development goal(s) and objectives for the next five (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 high priority tourism developments and,
- 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.

The planning team used a number of planning studies related directly and indirectly to the Northern Frontier Zone's tourism industry as background to the planning process. 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" as well as others listed in Appendix D. Specific documents used as background to the Snowdrift plan were: "The Economic Study of the Proposed East Arm of Great Slave Lake National Park", 1987 and the "Snowdrift Economic Development Plan", 1987.

The tourism planning team established working relationships with the Luts'elk'e Dene Council. Also, a community resident joined the planning team to gather information and co-ordinate community discussions. Toward the development of this draft plan, the planning team held two (2) meetings with the Dene Council in Snowdrift, talked with a number of local residents experienced in or interested in the tourism industry and, held a tourism 'open house' in Snowdrift. The draft plan was reviewed in a public meeting in Snowdrift. This will allowed the content to be verified; goals and objectives to be confirmed; and prioritization of opportunities and programs to take place. From this review, an implementation plan was developed, thereby completing this segment of tourism planning in Snowdrift.

Tourism planning is an ongoing process and should not terminate with this document. Luts'elk'e residents involved in this planning process are cognizant of this. Snowdrift representation on the Northern Frontier Visitors' Association Board of Directors will in part ensure that industry development and planning is an ongoing process.

1.4 THE SCOPE OF THE TOURISM PLAN

For economic reasons, Northern Frontier's tourism planning process builds on existing information. NFVA has tried to develop plans which are realistic and within the grasp of zone operators and communities, given the resources and organization available to them. The planning team has endeavored to reconcile the realities of the market place with the needs and directions provided by zone residents. It is expected that this approach together with the involvement of industry and community leaders will result in the adoption of the seven(7) Northern Frontier tourism plans.

Zone and community specific plans examine tourism business development opportunities and industry support programs in sufficient detail to allow for initial decisions to be made. These plans also provide adequate detail to attract investment in the industry as pre-feasibility assessments have been prepared for priority developments. This level of assessment is accurate to about 50% and should be used as a guideline income statement only. Persons/groups interested and responsible for the implementation of opportunities and programs identified in these plans are encouraged to pursue further or more specific business planning and feasibility assessment 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 five years. The zone strategy should be used in concert with specific community plans.

2. TOURISM DEVELOPMENT CONSIDERATIONS FOR SNOWDRIFT

Considerations which impact tourism development in Snowdrift are market, products, facilities, human resources, organizational capabilities, local perceptions and funding/financing. These considerations are discussed here.

2.1 WHAT ARE THE MAJOR FACTORS AFFECTING TOURISM INDUSTRY GROWTH IN SNOWDRIFT?

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

Snowdrift is located on the East Arm of Great Slave Lake some 200 air km east of **Yellowknife**. The community has access to **Yellowknife, Northern Frontier, N.W.T.** and domestic Canadian tourism markets by virtue of its location, water access and regularly scheduled air service to/from the capital city. Reliance an outpost community located within traditional Snowdrift lands is about 275 air km east of **Yellowknife** and is accessed by water and charter air service.

The East Arm of Great Slave Lake is actively marketed by four (4) fishing lodges operating in the area including the Frontier Fishing Lodge located near Snowdrift and Trophy Lodge at Reliance. Trade shows and advertising in northern, domestic and international media are the marketing tools of these operators. Consistent management and quality product are also known to be effective marketing tools for at least **50%** of the **sport** fishing lodges on the East Arm of Great Slave Lake. This is demonstrated by the high level of return clientele enjoyed by these operations. Sport fishing lodge marketing efforts are centred primarily in the United States.

The East Arm of Great Slave Lake is also marketed by five (5) **Yellowknife** based outfitters **licensed** to provide sport fishing and sightseeing adventures to the area. Like lodge operators, trade shows and multi-media advertising are the main marketing tools used by these **outfitters**.

The proposed establishment of the East Arm of Great Slave Lake National Park has potential to expand adventure travel interest in the area, establishing new

marketing opportunities. Should this park be established under the final Dene/Metis land settlement, visitors historically attracted to national parks may be drawn to the East Arm of Great Slave Lake and to Snowdrift/Reliance.

The Snowdrift Hotel maintains a listing in the "Explorers' Guide". Community and special events are **advertised** in newspapers such as the 'Native Press'.

ii) Product and Facility

Snowdrift is located near the "entrance" of the East Arm of Great Slave Lake while Reliance is situated at its farthest reaches, on the shores of McLeod Bay. Together these two settlements provide a natural linkage and support system for East Arm of Great Slave Lake travel. The community of Snowdrift is located in proximity to Stark River, an area rich in big lake trout. The community of Snowdrift provides a natural staging point for the Snowdrift River and the traditional camps of the **Luts'elk'e Dene** in the Austin and Eileen Lake areas. Reliance is a natural gateway to the proposed national park, the barrenlands, the canoe routes of Artillery Lake and Thelon River and, the historic and natural wonders of the Lockhart River.

Snowdrift residents maintain the traditional values/lifestyle of the **Chipewyan Dene**. Resource harvesting and trapping takes place throughout the East Arm. Evidence of this activity is found in numerous trapping trails, seasonal camps and **portage** trails. In the community, smoke houses, drying racks and dog teams are evidence of the traditional lifestyles pursued by many **Luts'elk'e Dene**. Snowdrift has limited commercial infrastructure. A community owned hotel and retail store, a confectionery/fast food outlet and a nearby fishing lodge constitute the business community in Snowdrift. The Snowdrift Hotel has a **licenced** capacity of 6 beds. Overflow facilities for 19 may also be available in summer months. **The** Frontier Fishing Lodge has a **licenced** capacity of 24 beds. Three (3) other lodges in the East Arm have a combined **licenced** capacity of 70 beds.

No **outfitters** work from a Snowdrift or Reliance base. **The** five (5) **Yellowknife** based charter boat **outfitters serving** sport fishing/sightseeing markets and **travelling** to the East Arm, are estimated ("Economic Study of the Proposed East Arm of Great Slave Lake National Park", 1987) to have an annual guest capacity of about 900 guest days. Snowdrift has fuel available for charter boats. Snowdrift residents also rent boats on an informal basis.

Meeting facilities in Snowdrift are limited. **The** community hall accommodates most meetings. Other activities are held at the school. A new **Dene** Council office is currently under construction and will have meeting facilities for smaller groups.

There is little evidence of tourism and parks capital/ infrastructure expenditures in Snowdrift/Reliance. There are no municipal or territorial parks in the East Arm. There are however a number of natural picnic and meeting areas (ie. mouth of Stark River, the Gap, and on Great Slave Lake in proximity to Snowdrift) which are used regularly by local residents.

Reliance has essentially no physical infrastructure beyond an Atmospheric Environment Station (**AES**) and the Trophy Lodge. This outpost of 3-4 trappers' cabins is administered by the Snowdrift **Dene** Council. Communications with the community is by mobile and VHF radio.

iii) Human Resources and Local Organization

Snowdrift is the most northerly **Chipewyan** community in Canada. The 1986 Census reported a community population of 273 of which 180 are 15 years of age and over. Of these residents 42% (75) were involved in the wage economy. The unemployment rate in 1986 was reported as **20%**. Much of the community's **labour** force is involved in part time or seasonal employment such as fire fighting, guiding and construction. The 105 (58%) persons not involved in the wage economy in 1986 are thought to derive income from traditional pursuits of hunting, trapping and fishing and/or transfer payments such as social assistance and pensions. Snowdrift's Economic Development Plan developed in 1987 states that the community is highly dependent on welfare.

1986 Census information reports a population of 15 in Reliance, most of whom are seasonal or land based residents. Snowdrift's Economic Development Plan, 1987 states that residents of Snowdrift have a wealth of hunting, trapping, fishing, forestry, fire fighting, child care, sewing, crafts, log building, carpentry, guiding, and cooking skills. Individuals with skills in business development and management are lacking.

The Frontier Fishing Lodge retains about 20 staff members at the height of any season, many of whom are residents of Snowdrift. In addition to the owner/operator/manager, qualified cooking, housekeeping and guiding staff make up the Lodge's staff complement. There are no known **licenced** Level I or II guides in Snowdrift yet the community has a pool of 10-15 experienced guides.

Snowdrift and Reliance are administered by a joint Band and Municipal Council (**Luts'elk'e Dene** Council). The Council is supported by resident managerial trainees and administrative staff. The Band Manager resides in Yellowknife and the Economic Development Facilitator lives in Fort Resolution. Both commute to Snowdrift on a regular basis.

The **Dene** Council maintains some committees which assume responsibility for specific community concerns. For example, a Land Claims Committee is responsible for preparing residents and inputting into the Dene/Metis land claims settlement. This Committee is supported by a local **co-ordinator**. An Economic Development Committee exists yet was not active in this tourism planning process. The Snowdrift **Co-op** Ltd. is run by a Board of Directors. As a community owned business corporation, the **Co-op** is considered by many to be the central economic development body in the community. The Snowdrift **Co-op** retains membership in Arctic **Co-ops** Ltd. (**ACL**). A Development Corporation was recently established in Snowdrift for the purposes of constructing the new **Dene** Council office. This Corporation is **supported** by an Economic Development **Co-ordinator**.

The community is currently examining its organizational structures and their responsibilities. It is expected that community agreement on roles and responsibilities will be forthcoming in 1989. While the **Dene** Council became active in the Northern Frontier Visitors' Association as a result of this tourism planning process, it is expected that ongoing involvement will be delegated to one of the economic/tourism bodies in the community.

2.2 THE OUTSTANDING FEATURES OF THE LAND AND PEOPLE AFFECTING TOURISM DEVELOPMENT IN SNOWDRIFT?

This section endeavors to match resource inventory and market information, relating demand to supply information.

i) Fishing

The East Arm of Great Slave Lake is internationally renowned for its high quality sport fishing - in particular, trophy lake trout, Arctic **grayling**, whitefish, and northern pike. Locally and throughout the Northern Frontier, Snowdrift lake trout is a favourite northern food.

The fishery resources of the East Arm of Great Slave Lake are presently being exploited by domestic/subsistence and sport fisheries and, by bordering commercial fisheries. Four (4) sport fishing lodges operating in the East Arm have a total guest bed capacity of 94. A fifth lodge (Arctic Star) operated in the area until it burned down in the late 1970's. With Arctic Star's capacity, the historic guest bed capacity for the East Arm of Great Slave Lake is 126. The principal origin of non-resident anglers to the East Arm is the United States. It was estimated in the "Economic Study of the ProDosed East Arm of Great Slave Lake National Park, 1987" that Americans make **Up** about **74%** of total sport fishing lodge anglers visiting the East Arm.

Five (5) Yellowknife-based outfitters are licensed to operate in the East Arm of Great Slave Lake. The East Arm is also a **favourite** destination among an increasing number of itinerant charter boat/air craft anglers/travellers, many of whom are from Yellowknife. Currently, there is little control and/or knowledge of the number of itinerants that use the area. Control of harvest by individual angler is by catch and possession limit, a condition of the NWT Fishery Regulations.

Regulatory agencies and user groups alike are concerned for the growing pressures on East Arm of Great Slave Lake fish resources especially on the lake trout stocks. In anticipation of a Fisheries Joint Management Board likely to be established as part of the **Dene/Metis** land settlement, an East Arm of Great Slave Lake Fisheries Management Plan is now being finalized. As background to the plan, the Dept. of Fisheries and Oceans recommended that current levels of fish harvest not be increased if a high quality sport fishery is to be maintained. This recommendation recognizes increases in itinerant anglers, the establishment of the proposed National Park and, the settlement of **Dene/Metis** land claims.

While residents of Snowdrift do recognize the value of the sport fishery in the East Arm of Great Slave Lake, there is little economic **benefit** from these activities to the community. In order to maximize economic benefits from these resources, community residents are interested in establishing a small commercial fishery in the area.

ii) Viewing

The history of the East Arm is evidenced in a number of **cultural/historic** sites located in and around this part of Great **Slave** Lake. Such sites include: the old **Chipewyan** burial grounds near Snowdrift and at the mouth of the Lockhart River; the impressive stone chimneys (remains of Captain Back's cabin) at the mouth of the Lockhart River; the archaeological sites at Belle island, Artillery Lake and Lockhart River; traditional **Chipewyan** sites and camps throughout the area; the archaeological sites **lying** between **Reliance** and **Taltheilei** Narrows; and the picnic and swimming areas traditionally used by the **Chipewyan** Dene which are scattered throughout the East Arm.

The East Arm of Great **Slave** Lake offers magnificent and varied scenery - rugged cliffs, fast flowing rivers, quiet lakes and the unique land forms created by the ice Age to name a few. **Natural** wonders **include** the turbulent rapids and falls of the Lockhart River; **Tyrell** Falls and spectacular Parry Falls, also a spiritual place known as 'the **place** where the old lady sits'; the sandy beaches of Etthen island on the 'big lake' (Great **Slave** Lake) and **inland** from Snowdrift on Austin and Eileen Lakes; and the rugged beauty of the Hoarfrost River.

The East Arm of Great Slave Lake is an ecologically diverse area with 5 different regions from boreal forest to treeline to tundra. The diversity of the East Arm provides a natural habitat to an equally wide range of wildlife species including grizzly bear, black bear, moose, caribou, bald eagles and peregrin falcon.

The Dene/Metis Negotiating Secretariat has identified historic/ culturally significant sites as part the land selection process. The G. N.W.T. has also expressed interest in working with NFVA and its member communities to develop cultural/historic sites. Historic and natural sites in the Reliance area such as Pike's Portage, Back's Chimneys and Parry Falls are identified for inclusion in the proposed East Arm of Great Slave Lake National Park. The establishment of a Territorial Park adjacent (**ie.** at Hearne Channel or Fairchild Point) to the national park is also being considered. This park would meet recreational needs of area residents and business people. The development of this infrastructure would undoubtedly enhance sightseeing and outfitting opportunities in the area.

iii) Adventure Travel

The traditional lands of the **Luts'elk'e Dene** have an extensive network of trapping, hunting and **snowmobiling** trails. Most of these routes are accessed from Great Slave Lake and/or Snowdrift or Reliance. These trails hold potential for hiking in summer and, cross country skiing, **snowmobiling** and dogsledding in the winter. The rolling hills in proximity to Snowdrift are a good example of the environment available for outdoor adventure (**ie.** naturalist/hiking) activities as is the long distance hiking trail along the Pethai and **Kahochella** Peninsulas or the trails along the Lockhart River. It is noted that these latter two trails are being considered for inclusion in the proposed East Arm of Great Slave Lake National Park.

The East Arm of Great Slave Lake has long been recognized for its quality outdoor recreation opportunities. The East Arm currently attracts adventure travelers such as campers, hikers, canoeists and naturalists who are drawn to the area's rich, unique and natural beauty. The establishment of the East Arm of Great Slave Lake National Park has been proposed to protect these natural wonders and will undoubtedly increase the appeal of the area for adventure travelers.

The adventure travel market is served by five (5) **Yellowknife** based sport fishing/sightseeing outfitters. Two (2) other **Yellowknife** outfitters also provide extended stay land based and canoe experiences in the area. One of these outfitters operates in and around the Thelon Game Sanctuary, a traditional use area of the **Luts'elk'e Dene**.

In the past, a Snowdrift based outfitter developed an adventure travel product featuring a traditional **Chipewyan Dene** experience. The operator initially established a camp at Austin Lake then in order to reduce costs, at Lake **Tochatwi** near Snowdrift. The operator planned to offer guests the opportunity to canoe traditional travelways, eat **Dene** foods, learn **Dene** ways and experience the land and resources of the area. Unfortunately, the venture folded after two (2) years.

iv) Hunting

Depending on annual caribou migration routes, **Luts'elk'e** Band members harvest barrenground caribou from the **Bathurst** and Beverly herds. A sport hunting quota has been established for the **Bathurst** herd and was distributed in 1987/88 among six (6) Class B hunting **outfitters** in the Northern Frontier Tourism Zone. There exists an additional Class B outfitting quota for GHL/HTA holders. A sport hunting quota does not exist for the Beverly herd.

2.3 SNOWDRIFT'S TOURISM FACILITIES, PRODUCTS AND CAPABILITIES

This section identifies the strengths and weaknesses of Snowdrift's tourism related resources, infrastructure and overall capability to support and deliver tourism products.

i) Products and Tourism Facilities

The commercial and public infrastructure of both Snowdrift and the outpost of Reliance is underdeveloped or in poor condition and therefore is a constraint to local tourism industry development. While the future of Reliance is unknown, Trophy Lodge has recently completed an expansion program and there is some discussion that the AES may close and that a Parks Canada office will be established here. What actually does happen to Reliance will in large part depend on the direction provided by the people of Snowdrift. The Snowdrift Hotel and Co-op organization and facilities offer a starting point for addressing infrastructure deficiencies in that community. In this regard, upgrading/expanding the hotel facility, improving management and operations of the hotel and, developing new products/services are basic to the continuation of this community business. These requirements were discussed at length in this planning process and are well documented in at least two (2) other economic studies conducted on Snowdrift and/or the East Arm of Great Slave Lake.

While a fast food outlet exists in Snowdrift and arrangements can be made for housekeeping services and/or prepared meals at the hotel, the quality, timing and availability of food services is inconsistent. Certainly lack of consistent ser-

vice is prohibitive to extending the stay of both the pleasure and business traveller.

There is no evidence of public tourism and parks capital expenditure in either of Snowdrift or Reliance. There is an absence of signage and public use areas and docking facilities in both locations may also require improvement.

While the community of Snowdrift and the outpost of Reliance have access to rich fish resources, current harvest levels and licensing restrictions in the East Arm make it virtually impossible for the community to pursue tourism ventures based on fish resources. That is, in order to maintain a high quality sport fishery product and responsibly manage the fish resource, additional sport fishing lodges or sport fishing charter boat outfitters will not be **licenced** in the area. Further, it is expected that unless the Arctic Star Lodge is rebuilt, the 32 bed capacity held by that lodge will be not be **re-allocated** but rather will be 'unofficially' utilized by itinerant fishermen.

Although presently there is a freeze on further licenses for sport fishing purpose, a draft management plan for the East Arm is being produced. If the biological data supports additional pressure in the Christie Bay area, the management may lead to a decision on the possibility for new outfitting **licence**.

Stability in ownership of existing outfitting and lodge operations provides little opportunity for Snowdrift to enter into the sport fishing industry. However a **pre-feasibility** study conducted for the **Luts'elk'e Dene** Council in 1985 identified an opportunity for the Council to purchase the Frontier Fishing Lodge. This opportunity was confirmed in the community's 1987 Economic Development Plan and again in community discussions leading to the development of this tourism plan. Currently, the community is involved in negotiations to enter into a joint venture with the Frontier's owner/operator.

The range of viewing opportunities and the proposed establishment of the East Arm of Great Slave Lake National Park open some business opportunities for the people of Snowdrift. A study of the economic impacts of the proposed national park (1987) identified ground operator/guiding opportunities, the provision of accommodation and the development of shoulder season packages as activities which could generate revenue for the community. Potential also exists to develop the traditional sites of the Chipewyan **Dene** in close proximity to Snowdrift as a focal point for short duration boat trips. Currently, outfitters licensed to operate in the East Arm do not provide an historic/traditional tour experience.

ii) Human Resource Capabilities

Snowdrift is not unlike other small communities in the Northern Frontier Zone in that the traditional skill/knowledge base is strong and, business and management capabilities weak/limited. Snowdrift's Economic Development Plan (1987) identifies a range of training needs: hospitality and tourism awareness training, hotel management, cooking and, guide training. That plan also recommends the development and implementation of a human resource strategy.

Some local residents are upgrading skills and knowledge. About six (6) individuals are currently attending post-secondary education institutions. The **Dene** Council and the **Co-op** have also sought managerial training support from **CEIC**. Increasingly as local jobs are filled by residents, the community will become more attractive to skilled, experienced **Dene/Metis**. Lack of economic development opportunities and to some extent, the **socio-political** circumstance of the community however remain prohibitive to the attracting/retaining these individuals. With respect to this latter concern and as reported in the 1987 Economic Development Plan "even though the community is officially 'dry', drug and alcohol abuse is a serious problem".

Organizationally Snowdrift is endeavoring to come to terms with socio-economic and political problems facing the community. However local structures remain weak, suffering from lack of strong, consistent leadership, member commitment and broadly based motivation. The **Dene** Council, the **Co-op** Board and the newly established Development Corporation are however central to the development of the tourism industry and certainly must be viewed as a priority in implementing this tourism plan. In the past, Snowdrift has not enjoyed good working relationships with government and to some extent, private sector agencies. With respect to the tourism industry itself, poor working relationships have been aggravated by high turn over rates in personnel and vandalism of area tourism operations. Recently however Snowdrift has been able to expand its local administration and increase awareness of issues facing the community. Continued effort in this direction should help to overcome negative perceptions of the community both locally and regionally. Further, a positive outcome to current negotiations with the Frontier Fishing Lodge will go along way to improving Snowdrift's role in the business community in the East Arm and throughout the Northern Frontier Zone.

Skill acquisition, organizational and attitudinal change will certainly encourage residents to participate in the tourism industry. Indeed while employment opportunities exist in the tourism sector for Snowdrift residents and some skills are present to access these jobs, tourism wages are not competitive with the government, forestry or construction industries. Wage inequity remains a major impediment to the development of the industry and the participation of residents in it.

2.4 HOW DOES LUTS'ELK'E FEEL ABOUT TOURISM?

While Luts'elk'e residents have been exposed to the tourism industry for a number of years, they remain cautious about the industry and their involvement in it. Snowdrift's hesitancy is evidenced in part by their request that planning information be kept confidential. However, of late Snowdrift residents have been seeking involvement in the industry. Participation in the N. F. V. A., active negotiations for joint ownership of the Frontier Fishing Lodge and, approval to negotiate the establishment of the East Arm of Great Slave Lake National Park are indications of changing attitudes.

Luts'elk'e residents express frustration for land/resource use conflicts and a lack of mitigative measures in the East Arm. For example, domestic harvesting is often at conflict with current tourism operations. Given that the community derives direct economic and social benefits from harvesting activities and virtually nothing from tourism, the Dene Council is frequently placed in the position of negatively reacting to area tourism activities. Community leaders hope that this tourism plan will put the Council in the position of responding more positively/constructively to the tourism industry in the East Arm.

While the East Arm of Great Slave Lake is the traditional homeland of the Luts'elk'e Dene, they have little control over these lands, waters or resources. Snowdrift residents are frustrated that non-resident lodge operators, Yellowknife-based outfitters and itinerant lake travelers are licenced to exploit resources in the area. This same right seems not to be accorded to the traditional users/owners of the land. As such, Snowdrift residents feel that they have no control over the development of their community or their homeland. They express a need to control development and ensure that they have a dominant role in it. The settlement of Dene/Metis land claims, the establishment of resource management boards and active participation in East Arm development are seen vehicles for resolving these concerns.

Luts'elk'e residents in their economic planning process and other economic development projects identified the development of the tourism industry as a high priority. In fact, the 1987 Economic Development Plan recommended the development of a tourism strategy as a high priority. High priority tourism projects were identified in that plan as: enhancement of the Snowdrift Hotel and capturing of national park activities, suggesting an overall goal of small scale and/or community based development. Purchasing all or part of the Frontier Fishing Lodge was considered a low priority due to a lack of local management skills. While the hotel and national park remain priorities, the ownership of Fron-

tier Fishing Lodge has also become a priority. Snowdrift is addressing deficiencies in management skills through joint venture negotiations.

The proposed East Arm of Great Slave Lake National Park has been under discussion by Parks Canada and the **Luts'elk'e** Dene for almost 20 years. In 1987, the Band finally allowed the Dene/Metis leadership to negotiate for the establishment of the park as part of the land settlement process. Breaking this stalemate of two decades, certainly indicates Snowdrift's willingness to look at methods of protecting and controlling resources and participating in the tourism industry. Further, the community has established a Land Claims Committee with a staff **co-ordinator** to examine implementation of the claim in the East Arm. Part of this Committee's work will be to identify the direct **socio-economic** impacts of the park on the community. An impact study of this nature has been tendered.

This tourism planning process enabled Snowdrift residents to elaborate on some broader principles for tourism development. In keeping with the community's Economic Development Plan, residents want all tourism developments integrated with the **socio-economic** and political development of the community.

Co-op Directors identify a need to stimulate tourism development and increase visitation to the community before the hotel 'goes bankrupt'.

The community debates the value of starting with small tourism pilot projects or investing in a major tourism business. That is, is it more advantageous to slowly build tourism around the community owned hotel or to buy the Frontier Fishing Lodge? For most residents, there is a belief that both approaches should be pursued.

2.5 WHO SHOULD VISIT SNOWDRIFT?

The resources, products and activities in and around Snowdrift/Reliance can attract certain types of visitors. However market data for each zone community does not exist. An analysis of overall zone tourism markets is however 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 some travel markets. These target markets are: 1) General Touring, 2) Outdoor/Adventure and, 3) Business/conference/meeting travelers. Target markets for the zone are assumed to apply to Snowdrift/Reliance and the East Arm of Great Slave Lake.

The General Touring traveller arrives on a packaged tour (ie. bus/air tour) or travels independently (ie. on their own). Most general touring travelers arriving in the Northern Frontier Zone spend time in or pass through **Yellowknife**. These travelers are interested in camping, sightseeing, sport fishing, shopping and viewing historical sites. These travelers may also be visiting friends and relatives. Activities of interest to the general tour travelers exist and can be expanded in the East Arm of Great Slave Lake area.

Compared to other travelers, general tour travelers have traditionally not been 'big spenders' yet they still seek an unique, travel experience. Volume, attention to packaging and, diverse product offerings and attractions can improve the spending patterns among these travelers.

The Outdoor/Adventure **traveller** is attracted to the **Northern Frontier Zone** for its sport fishing, sport hunting and, naturalist/viewing activities and for hiking, backpacking, boating and dog sledding opportunities. 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. While outdoor/adventure travelers have historically been attracted to Snowdrift/Reliance and the East Arm, the establishment of the East Arm of Great Slave Lake National Park and new product/attraction offerings will enhance travel to the area.

With the headquarters of the Territorial Government located in the Northern Frontier, the zone has traditionally attracted business/conference/meeting travelers. In particular, **Yellowknife** is host to a growing number of conferences. Activities attractive to conference and meeting **goers** are those which can be co-ordinated within the schedule of pre-arranged meetings/conferences. While Snowdrift has demonstrated an ability to host regional/territorial meetings and conferences (ie. Dene Assembly and Alcohol and Drug Conferences), lack of infrastructure and encouragement/lobbying by community leadership prevents these from being regular occurrences.

Business travel to Snowdrift is largely from the government or construction sectors. Little encouragement is currently provided to business travelers to **over-**night/extend their stay in the community.

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

The "Northern Frontier Zone Tourism Development Strategy: Zone Technical Report" and Appendix A-2 of this report provide a comprehensive listing of public and private sector programs and resources available to support the development of tourism in Snowdrift. 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 programs.

Assistance available to **Snowdrift's** tourism industry is substantial and is expected to remain strong for the next five (5) years. Assistance is available for:

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

Snowdrift's access to funding, organizational and human resource support is contingent on a number of factors.

A management 'track record', commitment and sound planning are essential to accessing financial support. While Snowdrift has in the past experienced difficulty securing funding support, the community's Economic Development Plan and improved **Dene** Council administration should improve the community's ability to access more financial resources.

The Economic Development **Co-ordinator** and Band Manager are in a position to develop and maintain relationships with regional government officials and financial institutions. These resource people are required to stay abreast of changes in funding programs and to regularly transmit this information to local residents. These resource people should ensure/encourage good working relationships with the Dept. of Economic Development & Tourism's North Slave Regional office in Yellowknife (including the RTO based in Rae), consistent participation in the Northern Frontier Tourism Association and, ongoing communications and tourism planning at the community level.

At this time, the **Dene** Council, its Economic Development Committee and the Snowdrift **Co-op** Board of Directors have an interest and/or responsibility for tourism development in the community. Co-ordination of these interests and the

future development of their decision making potential will undoubtedly enhance the community's ability to access funding.

2.7 WHAT WILL BE REQUIRED TO DEVELOP AND MAINTAIN A STRONG TOURISM DEVELOPMENT INDUSTRY IN SNOWDRIFT?

The tourism sector and the development of a tourism plan were identified as a high priority in Snowdrift's 1987 Economic Development Plan. This Plan has been accepted by the residents of the community and elements of it are now being implemented.

Snowdrift has been exposed to the tourism industry for a number of years whether through national park discussions, sport fishing lodge operations, or through itinerant travelers to the East Arm. Snowdrift has participated in the industry through employment at Frontier Fishing Lodge and other operations in the zone. Snowdrift is now entering a new era of involvement in the tourism industry, involvement in the form of operators, owners and managers. If Snowdrift is to succeed in the industry and provide a competitive, high quality tourism product, a number of very basic requirements must be met.

1. Industry Awareness:

Over the years an image of Snowdrift has been developed, an image which suggests the community is negatively disposed to the tourism industry. This image has evolved from local vandalism to area tourism establishments and a perception of a skilled but uncommitted **labour** force.

Tourism industry awareness and understanding must be increased at the community level. Further, Snowdrift's position and interest in the **industry** must be made known throughout the zone. A greater understanding of the industry, of the costs and benefits inherent in it and, the economic benefits to local people would certainly go along way to ameliorate negative perceptions of the community and of the industry in the community,

2. Industry Commitment and Participation:

While community residents have access to about 20 summer jobs at Frontier Fishing Lodge, the availability of other seasonal wage employment in the forestry or construction sectors often poses conflicts for the local **labour** force. Given that tourism wages are not competitive with these sectors, local participation in tourism businesses is often sporadic and turn-over is high.

Rewards from the tourism industry must be increased. Snowdrift should participate in a zone/industry-wide effort to elevate the profile of industry professions, seeking equity in wages and benefits. Further and to reduce conflicts within the existing **labour** force, the local **labour** force should be expanded through a range of skill/knowledge development programs.

3. Community Infrastructure and Development:

Snowdrift has in recent years pursued an integrated approach to community and economic development. This integrated or holistic approach to development seeks to balance **socio-cultural**, economic and political issues.

The community is working towards sobriety, has improved physical infrastructure (**ie.** housing, new school and new **Dene** Council office) and is assessing economic development options. The development of the tourism industry must respect the holistic approach taken by the community, ensuring that all industry initiatives do contribute to the quality of life in Snowdrift, improve local control of development, enable greater independence and confidence, precipitate greater local involvement and enhance local human resource capabilities.

4. Leadership:

Leadership is a concern in Snowdrift. Residents are critical of existing leadership structures/individuals as these do not provide consistent direction; incentives for staff and residents to improve their performance; and consistent follow-up to **socio-economic** and political commitments.

The changing nature of Snowdrift, high levels of local frustration and expectations certainly require dynamic, energetic and innovative leadership and structures. With respect to tourism development, it is necessary for the community to come to terms with this question, establishing and recognizing once and for all who is responsible for leading these developments (**ie.** **Dene** Council, Snowdrift Co-op Board or individuals).

3. SNOWDRIFT'S TOURISM DEVELOPMENT PLAN

The Snowdrift Tourism Development Plan for 1989-1993 responds to tourism markets, the environment and resources of Snowdrift, Reliance and East Arm of Great Slave Lake and, to the general framework for tourism development in the Northern Frontier Tourism Zone. On this latter point and as discussed in the The "Northern Frontier Zone Tourism Development Strategy: Zone Technical Report", this community tourism plan recognizes and endeavors to reflect the overall zone tourism development theme - "Share the Frontier Spirit". At the same time,

the plan builds on the images developed over the years of Snowdrift and the East Arm of Great Slave Lake - sport fishing at its best, Snowdrift -gateway to the East Arm and outdoor adventure paradise.

The Snowdrift 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 of tourism development in Snowdrift for the next five (5) years was articulated by community residents. The goal for tourism development in Snowdrift reflects overall economic development goals as identified in the 1987 Economic Development Plan.

The overall goal of this five year tourism development plan is **"a framework for controlling tourism developments in the East Arm of Great Slave Lake and maximizing the benefits of tourism developments to residents of Snowdrift and Reliance"**.

To achieve this goal, Snowdrift residents and the planning team have identified the following specific tourism industry objectives:

- To derive direct benefits from sport fishing activities occurring in the East Arm of Great Slave Lake;
- To **maximize** local benefits from the establishment of the East Arm of Great Slave Lake National Park;
- To slowly increase pleasure travel to Snowdrift, improving the viability of community owned hotel;
- To improve understanding, **co-operation**, communications, and commitment to the tourism industry within Snowdrift, among East Arm operators and throughout the zone;
- To develop infrastructure and attractions within and surrounding Reliance and Snowdrift; and
- To develop human resource and organizational support for the tourism industry.

These objectives and thus, the overall goal of tourism development in Snowdrift/Reliance can be accomplished by pursuing the following tourism development opportunities and programs.

3.2 TOURISM DEVELOPMENT OPPORTUNITIES AND PROGRAMS

During the planning process, a range of tourism development opportunities and industry support programs were identified and discussed with residents of Snowdrift. As a basis for discussion, **opportunities** identified in previous studies were compiled (see Appendix C-1) and disseminated. Evaluation criteria appropriate to these opportunities and programs (see Appendix C-1) were raised by the planning team in community discussions and are also reflected in the detailed opportunity/program analysis (see Appendix C-2).

The following tourism development opportunities and programs were identified in discussions with Band members.

Attractions/Tours/Events

***improve and Expand Facilities at the Snowdrift Hotel**

- Upgrade/expand existing building
- Construct new facility

***improve Services offered by Snowdrift Hotel**

- Provide boats and guides
- Provide a booking service
- Improve food services
- Arts and Crafts

***purchase Frontier Fishing Lodge**

- Partial/Joint Venture with Current Owner
- 100% ownership with management agreement
- Improve existing relationship with Lodge

***Multi-Seasonal Outpost Camp**

***Non-Consumptive Guiding/Outfitting**

- Naturalist, Wilderness/Wildlife
- Shoulder Season Adventure Tours (skiing, ice fishing)
- Historic/Traditional Tours

***Sport Hunting Outfitting**

- *Special Attractions/Events
- Fish Derby
- Berry Picking/Fish Smoking
- Traditional Week-end

- *Services to Itinerant Travelers
- Floating Gas Bar, Shower and Food Facilities

*improving/panning such events as the South Slave Regional Winter Games

Industry Support Program:

- *Human Resource Development **Programs**
- Small business development and management training
- Hospitality Management Training
- Cooks Training
- Community based Level 1 and 2 Guide Training
- Tourism Awareness and Hospitality Training

*interpretive Information **Program**

- Community history and information program
- Historic site booklets
- Plaquing** for historic sites

Industry Organization and Resource Management:

*Tourism Co-ordination Structure

- Development Corporation
- Snowdrift **Co-op** Board
- Dene Council
- Tourism Development Committee/Board/Corporation

Infrastructure:

- *Development of Historic Sites
- *Development of Picnic **Sites**
- *Signage Programs
- *Development of National and Territorial Park
- *Dock Upgrading

*Ski Trails

While the above listing provides the full gambit of programs and opportunities available to Snowdrift/Reliance, those most suited to the goals and objectives identified by Snowdrift, which recognize the constraints associated with tourism development and, which in the judgement of the planning team and residents require further study are assessed in Appendix C-2 and are summarized in Table 1.

3.3 WHAT WILL BE THE IMPACT OF TOURISM DEVELOPMENT IN SNOWDRIFT?

The impact of tourism development over the next five (5) years can be economic, **socio-cultural** and political. Key impacts are listed below.

Economic:

- Ensure Snowdrift's interest in and ability to secure direct economic benefits from the East Arm of Great Slave Lake sport fishery.
- Ensure Snowdrift's interest in securing direct economic benefits from the proposed East Arm of Great Slave National Park.
- Expand job opportunities for residents of Snowdrift in all facets of the tourism industry.
- Increase job opportunities in the construction and retail sectors.
- Increase the skill/knowledge levels and employability to local residents.

Socio-Cultural

- Ensure that the tourism industry is developed in a manner that does not negatively impact the traditional lifestyles of Snowdrift residents.
- Increase the understanding and awareness of the **Chipewyan** culture and lifestyles.
- . Improve the quality of and pride in community infrastructure.
- Improve co-ordination and communications within the community and between the community and the rest of the Northern Frontier.

SUMMARY TOURISM PLAN: SNOWDRIFT

Program Title	Agency/Time Frame	Capital Costs	Benefits
ATTRACTIONS TOURS AND EVENTS			
Guided Great Slave Lake Sightseeing and Interpretive Tour Packages.	Co-operative Hotel to act as outfitter local booking contact, and tour coordinator. Duration of tour packages 2 and 5 days. Develop as stand alone product or component of cultural packages for the busy summer tourism season. Timeframe: Year 1 developmental phase, and marketing; year 2-5 implementation	Capital costs to include 3 covered boats, portable camp and emergency gear: \$78,000; Full colour brochure and marketing aids 7,000.	Increase products available to adventure travel markets. Increased business and guiding opportunities and beginning of control of local tourism industry. Establish local business interest prior to the establishment of the Park to become major outfitter for the Park. The opportunity should improve the occupancy level of the hotel. Break-even @ 110 clients and \$80,190 assuming avg. \$729 per trip expenditure
Learn/Observe/ Experience Cul- tural/Sightseeing Packages: "Spring on the Ice and Ski/Hike the East Arm"	Operated by Frontier Fishing Lodge (post community acquisition) or Co-operative Hotel. Duration of packages could range from 3-5 days. Developmental timeframe: Planning and product testing, Year 1-2; Implementation, Years 3-5.	Capital costs could include: winter clothing and sleeping bags \$10,000; marketing aids \$4000 Operational costs should ideally budget the use of hotel/lodge and/or outpost facility including the cultural village (see Infrastructure below).	Provision of shoulder season package opportunity to cultural adventure travel markets. Business development and human resource preparation for guided national park tours. Will ensure optimum use of existing community owned facilities and human resources. Break-even at 32 clients and \$35,168

Program Title	Agency/Time Frame	Capital Costs	Benefits
<p>ATTRACTIONS: Park Shuttle Service: Drop-off/Pick-up from Bases in Snowdrift and Reliance</p>	<p>Ground operator, co-op hotel, local guides with outfits, Tourism Board and/or licensed Outfitters. Developmental timeframe: During the next three years it will be important to ensure there is good liaison with Parks Canada. Preparation for this opportunity should coincide with the beginning of development of the park.</p>	<p>Initially capital costs should not be a major factor if local outfits equipped with safety gear, are utilized. If the community chooses to implement the above tours, there may be adequate boats and snowmobiles to cover the demand. Should the demand exceed supply the outfitter may be required to purchase additional transportation equipment.</p>	<p>Similar services are provided in Auyuittuq National Park in Pangnirtung. This opportunity shows good market potential if targeted at the independent adventure traveller. Services will extend visitor stay in the community and encourage the use of Snowdrift as a staging point to the East Arm and park.</p>
<p>Sportfishing Packages: Snowdrift and Frontier Fishing Lodge</p>	<p>The community of Snowdrift (represented by the Dene Band or economic entity) and Frontier Fishing Lodge (post community acquisition). Timeframe: see Infrastructure below.</p>	<p>See Infrastructure below.</p>	<p>Continue to market and package sport fishing product as is done by existing lodge operations stressing quality of product and management services.</p>

Program Title	Agency/Time Frame	Capital Costs	Benefits
<p>INFRA-STRUCTURE</p>	<p>Snowdrift Band or Co-op Board with the Frontier Fishing Lodge (Gerry Bricker) or other experienced and committed business partner. The ideal situation is to develop a management agreement with G. Bricker in order to retain market share. Timeframe: Year 1: Develop acquisition strategy and investment potential Complete acquisition, valuation and feasibility assessment. Secure willing joint venture partner. Develop shareholder agreement including terms and conditions of negotiations with G. Bricker. Develop business plan. Develop operational plan for 3 year period. By early Year 2, assess human resources. Identify and interview candidates for key managerial/hosting, marketing and guiding positions. Assess training requirements. Develop active/working relationship with NFVA for marketing opportunities. Year 2 implementation of joint venture business.</p>	<p>Updated feasibility and valuation assessment should not exceed \$15,000. Preparation of shareholder agreement/offer to purchase; negotiations/sale agreement documentation; development of business plan; preparation of funding/financing applications should not exceed \$5,000.</p>	<p>Acquisition provides excellent investment opportunity for local residents. Lodge facility is winterized to enable expansion of services to meet year-round demand. Lodge purchase improves potential for developing the community as a jump-off/service centre for East Arm of Great Slave Lake National Park. Community involvement offers valuable source of 'on-the-job' hospitality management training. Snowdrift would gain an investment interest/control in the only established tourism business in the community and ensure employment benefits would accrue to local residents. This would safeguard against a change in management/employment policies, ensuring continued employment and labour incentive to the community.</p>

Program Title	Agency/Time Frame	Capital Costs	Benefits
<p>OPTION B): Outpost Camp/ Service Centre on the East Arm.</p>	<p>Consortia of Co-op/Development Corp./Frontier Fishing Lodge Ensure at least 2 years operation at the lodge to gain hospitality and managerial skills, ability to attract investment partners, establishment of a funding/financing strategy and the development of a business prospectus. Developmental Timeframe: Years 4-5 and post Dene/Metis final Land Settlement.</p>	<p>The outpost camp/service centre would provide accommodation services from rustic winterized housekeeping/full service log cabin with kitchen/dining/shower facilities. A main commercial lodge facility would offer boats/motors rentals, fuel, food, confectionery items, showers, and cultural items and activities. The estimated capital cost of this outpost facility with log cabin accommodation, commercial lodge, fuel barge depot, dock, commissary/snack bar and cultural village will depend on the outcome of a detailed market and financial assessment of the opportunity. Docking facilities and a cultural village program in themselves are estimated at \$20-\$25,000. A detailed assessment and three year business plan for the opportunity should be prepared at a cost not to exceed \$20,000.</p>	<p>The outpost facility should ideally be located between Snowdrift and Yellowknife to capture itinerant boaters, East Arm National Park visitors and, adventure travel groups. A cultural village/experience would be a main feature of the camp and feature learn/observe/experience activities such as a smoke house, Dene food preparation and arts and crafts sales/production. Winter season 'on-the-land' and community adventure travel packages would also utilize the camp. The service centre would be a suitable tie-into other zone operations development opportunities.</p>

Program Title	Agency/Time Frame	Capital Costs	Benefits
OPTION C): Hotel Upgrade and Enhancement Program.	Snowdrift Co-op. Developmental timeframe: Year 1- feasibility assess- ment and marketing plan. Year 2 - renovations and implementation of improved service package.	Undertake feasibility assessment and development of marketing plan to improve occupancy. May include the provision of a community based boat rental operation. Feasibility and marketing plan costs should not exceed \$20,000.	Current accommodation facilities do not lend themselves well to pleasure travelers. A hotel enhancement program would enable the facility to serve as a primary or ancillary (ie. to lodge) tourism accommodation facility. The hotel could serve the itinerant tourism markets not requiring a full lodge package. A community based facility could serve East Arm of Great Slave National Park tourism markets and be a service centre for park development personnel. Development of the facility would generate increased community based employment.
Industry Organization and Resource Management			
Snowdrift Tourism Board	Committee Structure. Membership to include Co-op Board, Dene Band, Develop. Corp., Economic Develop- ment Committee and industry operators. Ex officio membership ac- corded to G. N.W.T Regional Tourism Officer. Role: To oversee the develop- ment of the tourism industry in Snowdrift and the implementation of this 5 year tourism plan; set direction and policies; maintain member- ship/communications with N. F. V. A. and T.I.A. Timeframe: Immediate	Staff shared among the Co-opt Dene Band and Development Corp. Capital costs are not a factor in the formation of the Board. Staff and budgets should be shared among participating members. Operational revenues may be generated from membership fees, local fund raising events and grants secured from CEIC, iNAC and EDA.	A co-ordinating structure wiii ensure growth of local businesses and local dominance in the tourism industry. Would encourage a focused approach to tourism development.

Program Title	Agency/Time Frame	Capital Costs	Benefits
Ground Operator/Booking Agent	This operator/agent should be an independent business with linkages to other ground operators/booking agents in the zone. However, initially this function may be performed by an existing local business or by Tourism Board staff. Role: To co-ordinate tour packages, bookings and marketing. Timeframe: Year 1: Planning and Implementation		Would enhance the growth potential of all tourism operations. Would result in an additional local business opportunity. Would result in linkages among zone tourism products/operators.
Familiarization/Fact Finding Tours	Tourism Board/Prospective Management Trainees for community based tourism businesses. Timeframe: year 1 and ongoing as a component of Tourism Awareness.	Estimated not to exceed \$5,000. Should include tours within the zone and to a similar community located in proximity to a wilderness National Park (ie. Nahanni and Auyuittuq).	Provide community residents with a broader understanding of the tourism industry and the intricacies of operating a tourism business.
Tourism Awareness	Tourism Board members in conjunction with G. N. W.T.'s Regional Tourism Officer and N. F.V.A. to schedule an annual program to involve the whole community. Timeframe: Year 1 and ongoing planning and implementation.	With input from Snowdrift's Tourism Board, costs should be developed on a zone-wide basis for a five year Northern Frontier Zone tourism awareness program.	Improved Industry awareness focussing on features of the industry. Will help educate local residents on the benefits and careers in the tourism industry.
East Arm of Great Slave Lake Wildlife/Fisheries Management Board	Snowdrift's Tourism Board and Land Claims Committee should seek represented on a resource management body prior to and subsequent to the settlement of the Dene/Metis land claim. Timeframe: Immediate		Participation on a Board with government regulatory agencies will ensure all interests in fish/wildlife resource are recognized and properly managed .

Program Title	Agency/Time Frame	Capital Costs	Benefits
Industry Support Programs			
Board Training	<p>Tourism Board (Econ. Dev. Committee/ Co-op Board/Develop. Corp./ Band) in conjunction with NFVA and the RTO</p> <p>ROLES AND RESPONSIBILITIES: Planning - How to Develop an Effective Business Plan and Policies; Effective use of staff and consultants; Financial accountability; Controlling - How to Read Financial Statements; How to conduct effective meetings; Responding to and Understanding legal requirements; Understanding benefits of membership in N. F.V.A. and T. I. A.; Understanding the liaison function. Timeframe: Immediate and ongoing.</p>	<p>This program could be developed as part of a zone wide effort and possibly as part of the Northern Frontier Visitors' Association human resource plan. Initially however the Snowdrift Tourism Board may seek funding from CEIC,EDA, and INAC for preliminary sessions.</p>	<p>Provides valuable skills for improving the efficiency of tourism businesses. Improves co-ordination and co-operation within the tourism industry locally and throughout the Northern Frontier Zone.</p>
Community Information Program	<p>Co-ordinated by the membership of the Tourism Board with representation/assistance from Environment Canada Parks. Timeframe: Years 2-5.</p>	<p>Community Brochure/Map: \$1600-\$3000. Community Information (Portable) Display: \$1400-\$3500.</p>	<p>Promotion of the community as gateway to the East Arm and the proposed National Park. Will ensure that Snowdrift's service and retail capabilities are included in Parks' marketing strategies. Information and orientation will improve the quality of tourist services and potentially extend the stay.</p>

Program Title	Agency/line Frame	Capital Costs	Benefits
Historical Interpretive Program/ Interpretive Training	Tourism Board (Economic Development Committee/Band/Co-op) In conjunction with the Prince of Wales-Northern Heritage Centre. Timeframe: Year 1 Planning, Year 2-5 Implementation	Funding may be secured through EDA/G.N.W.T. Capital Plan. Interpretive training should be targeted at operators and tour guides particularly those providing cultural tours. Costs will include: assessment of historic sites and listing of interpretive sites. Terms of reference and budget information can be accessed from the Heritage Centre. The Heritage Centre can be approached regarding interpretive tour guide training. Depending on the scope, costs could range from \$50-200,000.	To maximize the benefits of interpretive programs these should be tied in with other zone operations. A polished interpretive program and delivery will improve the cultural tourism product and generate long term improvements in the market. A deeper appreciation of Chipewyan culture and traditions can be extended beyond the Northern Frontier to non-N.W.T. travelers.
Hospitality Management Training	Hotel/ Lodge/ Ground Operator/ Out-fitters in conjunction with G. N.W.T. Regional Tourism Officer, N. F. V.A., and FBDB. Timeframe: Immediate and ongoing through year 5.	FBDB Training Seminars. CEIC may pick-up cost of seats.	Much needed skills will be transmitted to ensure a high quality and viable tourism industry and, long term committed and confident personnel. Skills acquired should include: human resource management, financial management/ bookkeeping/ accounting, marketing, business planning, and inventory/quality control.
Level 1 and 2 Guide Training	Tourism Board in conjunction with local businesses and the Regional Tourism Officer should identify candidates. Approximately 10 guides should be certified annually. Timeframe: Year 1 and ongoing through to Year 5.	Training costs subsidized by CEIC.	Snowdrift's tourism industry will benefit from a labour pool of trained guides, an important element for all tourism ventures.

Political

- Ensure Snowdrift's input in the management of traditional lands and resources.
- . Strengthen the economic, social and political base of the community and its influence within Northern Frontier.

4. SNOWDRIFT TOURISM IMPLEMENTATION PLAN 1989-1993

4.1 Why is the Tourism Development Plan Implementation Important?

The plan gives Snowdrift 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;
- preparation to maximize benefits from the proposed East Arm of Great Slave Lake National Park
- 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 Snowdrift 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 Snowdrift 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 Snowdrift 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 Snowdrift?

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 Snowdrift may have already been made. The Band Development Corporation is an empty shell ready for development and the Co-operative has been active in the retail and hotel business. Coordination leadership should evolve from these groups.

Partner Identification

- Band **councillors** and members interested in **tourism**, joint venture partners, 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
SNOWDRIFT

Figure 1

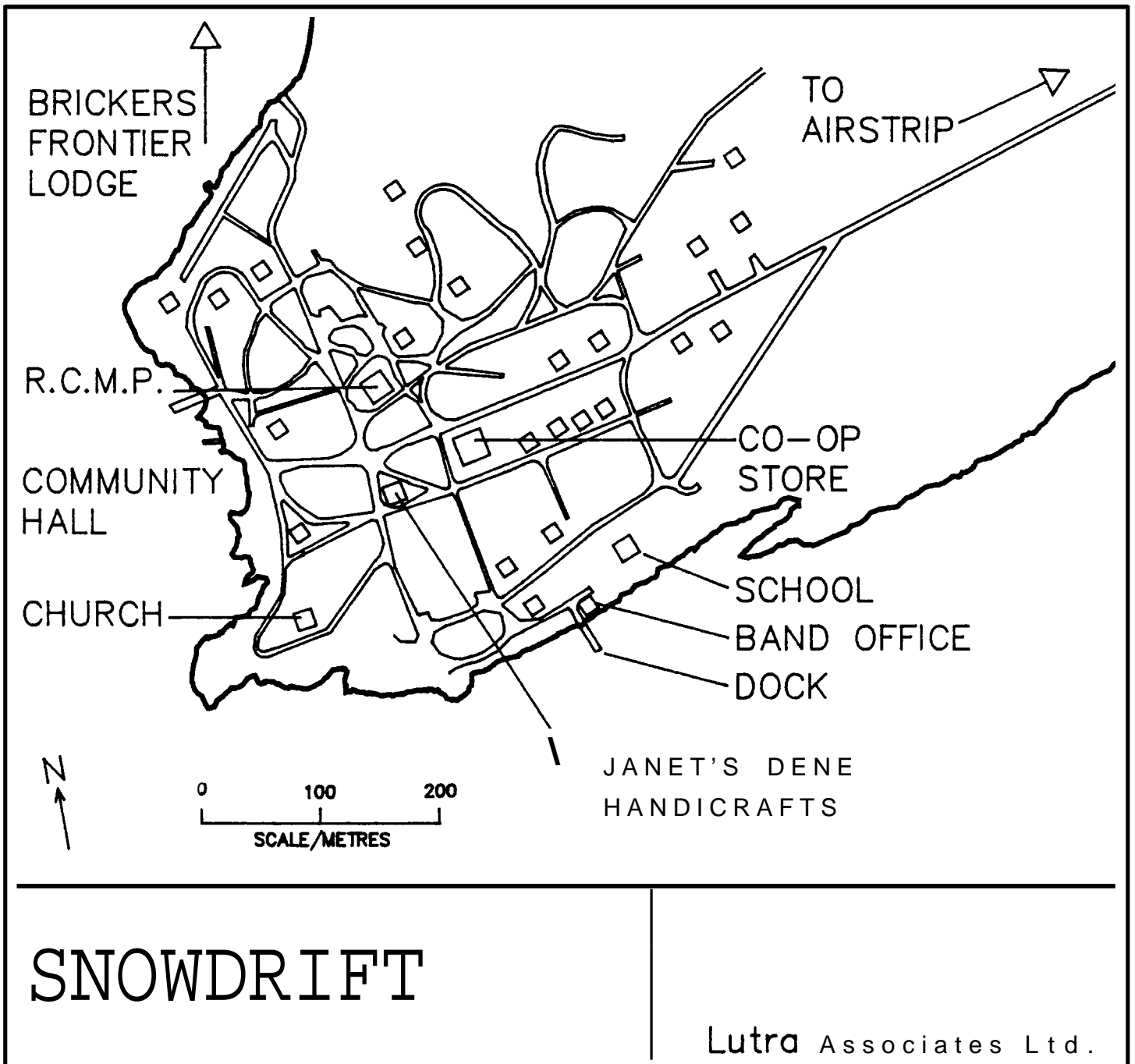


Figure 2

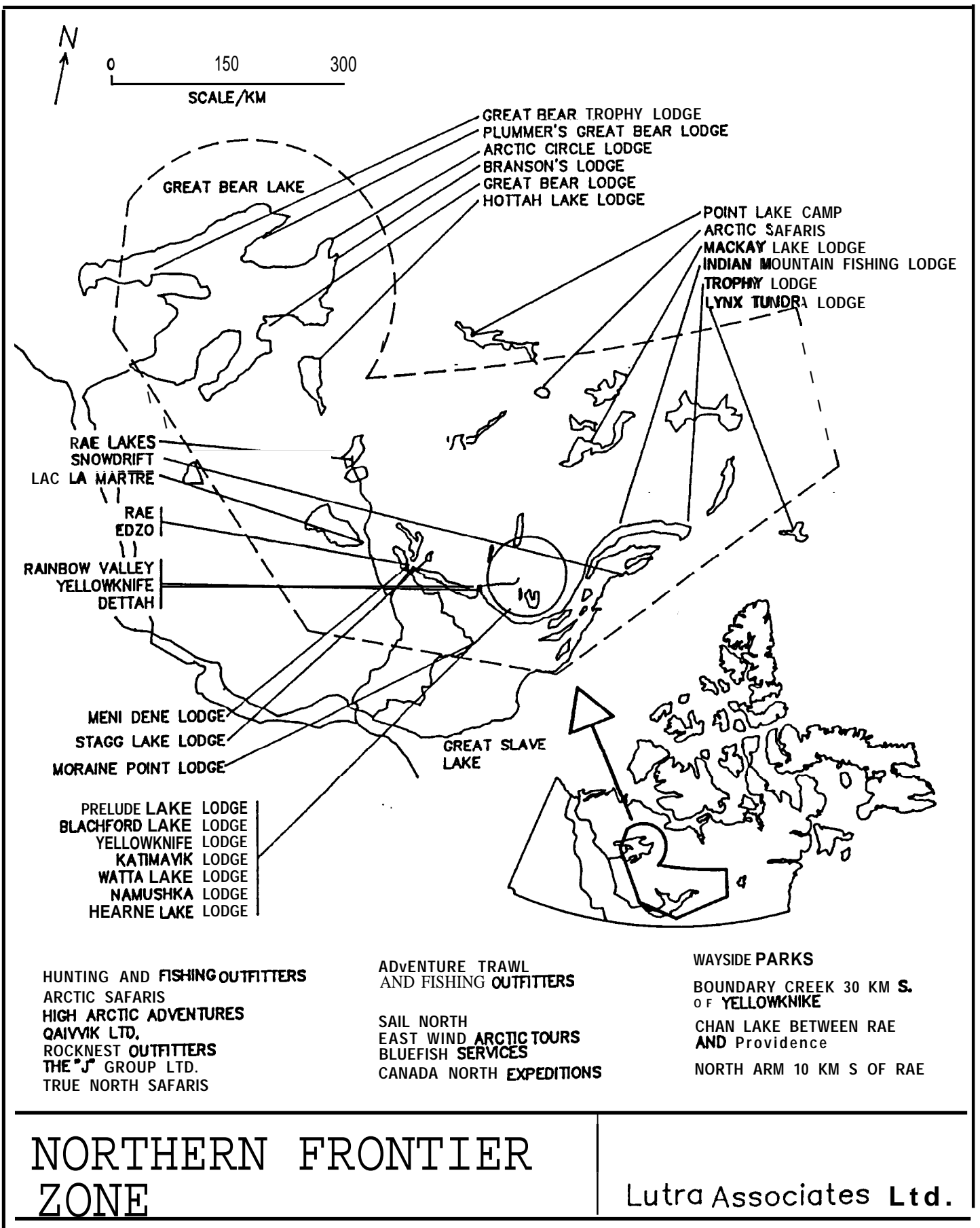
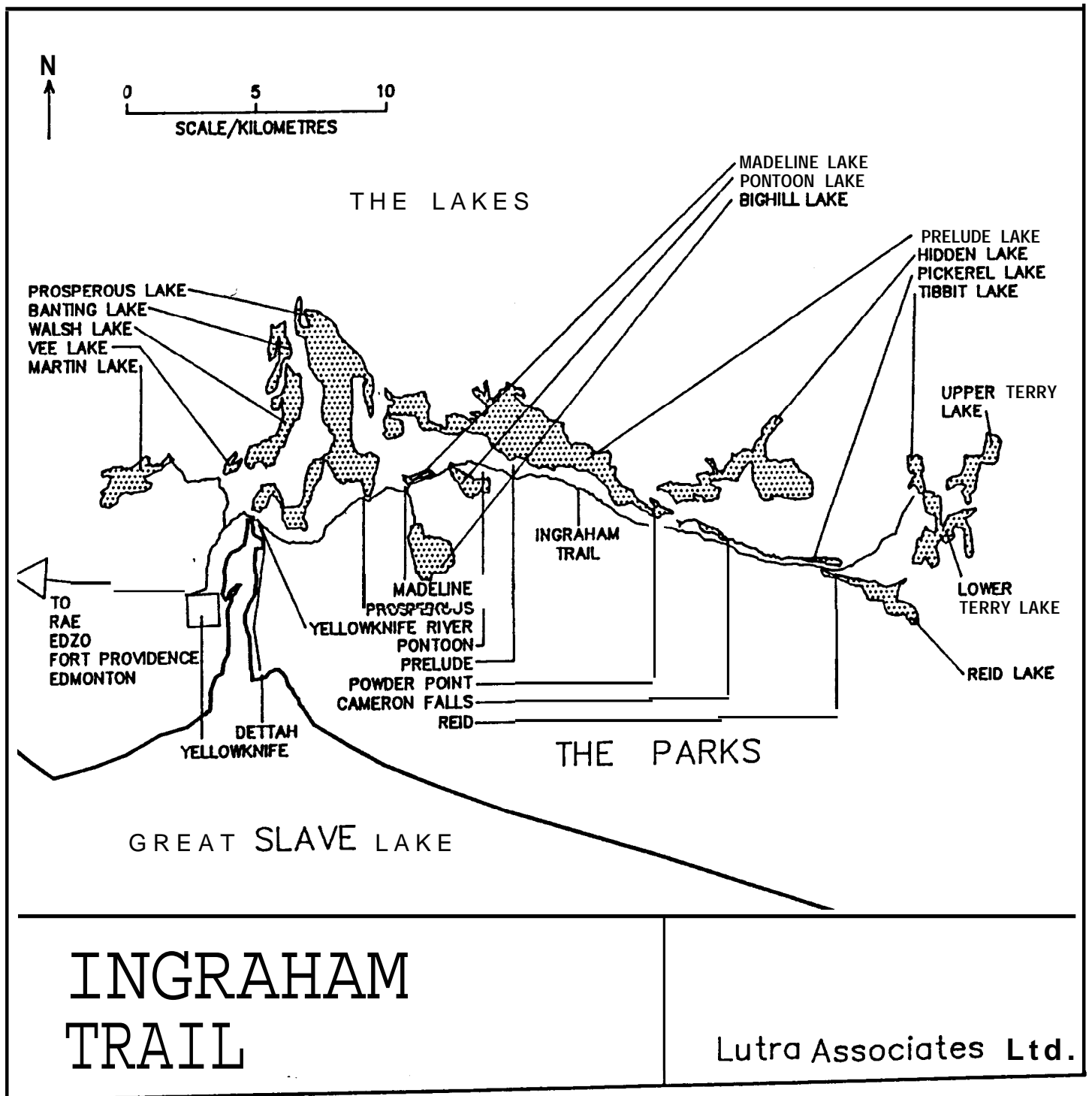


Figure 2



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

** Snowdrift

Name: Frontier Fishing Lodge	Activities: Fishing, conferences
Location: Great Slave Lake	(max 35).
Accessed From: Edmonton via Yellowknife	Fish: Lake Trout, Arctic Grayling, Whitefish, Northern Pike
Season: Mid June - Mid Sept.	Facilities: Licenced dining, sauna, guides, boats, freezers, store, tackle.
Capacity: 24	
cost: \$2,500./week/guest	

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

Name	Capacity	Facilities
** Snowdrift Snowdrift Hotel	6 (3 rooms)	Shared accommodation, shared bath, kitchen facilities. Additional 19 beds available in the summer. Meal service in summer. cost: \$80./night \$120. with meals

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

	Capacity	Type of Establishment
** Snowdrift Dene Hall	n/a	Canteen/Video Games
Bernie's Confectionery	n/a	Fast Food / Video Rental

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

Name of Store	Type of Merchandise
** Snowdrift Snowdrift Co-op Assoc. Bernie's Confectionary	General merchandise Confectionary, video rentals, Dene crafts, fast food

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

Name of Business	Type of Service
** Snowdrift P.O.L. Agent Individual boat owners	Gas and diesel sales Some residents will rent boats.

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

Comments

** Snowdrift

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: Snowdrift River Significance : Historical/Cultural	Burial ground at the mouth of the Snowdrift River.
Site: Snowdrift Significance: Historical/Cultural	Old Chipewyan burial ground.
Site: Snowdrift River Significance: Natural	There are a number of sets of rapids on the Snowdrift River.
Site: Lockhart River (mouth) Significance: Historical	Three impressive stone chimneys-the remains of cabins built in 1831 by Cpt. Back.
Site: Lockhart River (mouth) Significance: Historical/Cultural	An old Chipewyan burial ground and seasonal camp.
Site: Reliance Significance: Historical	Various cabins, old trading post.
Site: Reliance Significance: Historical	Archaeological sites:Reliance, Belle Island, Artillery Lake and the Lockhart River
Site: Lockhart River Significance: Natural	Spectacular falls located along the Lockhart River.
Site: Pike's Portage Significance: Natural/Historical	A series of lakes and portages connecting Great Slave Lake with Artillery Lake.
Site: McLeod Bay (north side) Significance: Historical	A series of archaeological sites from Taltheilel Narrows to Reliance.
Site: Snowdrift Significance: Cultural	Many women are skilled in the production of Dene art & craft items.
Site: Snowdrift Significance: Cultural	Feasts and old time fiddle dances are still popular in the community.

Site: Snowdrift Significance: Cultural	Most residents spend time on the land, many trapper's cabins located near the community.
Site: Snowdrift Significance: Cultural	Many older people know Chipewyan legends, stories and songs.
Site: Snowdrift Significance: Cultural	There are two dog teams in the community that are used regularly.
Site: Snowdrift Significance: Event	South Slave Regional Winter Games-April 7,8,9. Sports, traditional games & activities
Site: Mouth of the Stark River Significance: Recreational	Picnic site with fireplace and table.
Site: The Gap (Great Slave Lake) Significance: Natural/Recreational	A narrow waterway with steep cliffs connecting Wildbread & Tochatwi Bays
Site: Great Slave Lake Significance: Recreational	Numerous picnic, fishing, swimming sites in the vicinity of the community.
Site: Parry Falls (Lockhart River) Significance: Cultural	A spiritual place of offering, known as "The place where the old lady sits".
Site: Various Locations Significance: Cultural	A number of trappers cabins in the vicinity of the community are still in use.

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 Planes: Cessnas.
travel zones Skis & floats.
Mode: Air
Service: Charter

Name: Roadrunner Transit n/a Yellowknife, Rae
Travel: Within the Zone Edzo
Mode: Bus
Service: Scheduled

** Yellowknife

Name: Ptarmigan Airways Ltd. La Martre/Snowdrift: Chdrter: All
Travel: Between & within 3/wk, Rae Lkes: 2/wk communities
travel zones Planes: Turbo
Mode: Air Beaver, Twin
Service: Scheduled/Charter Otters, Pipers.
Skis, floats &
wheels.

Name: Adlair Aviation As required All communities
Travel: Between & within Planes: Beech King,
travel zones Single Otter,
Mode: Air Beaver. Skis,
Service: Charter floats & wheels.

Name: LaRonge Aviation As required All communities
Services Ltd. Planes: Twin
Travel: Between & within Otters, Beech
travel zones Barons, Beavers.
Mode: Air Skis & floats.
Service: Charter

Name: Latham Island Airways As required All communities
Travel: Between & within Planes: Turbo
travel zones Beaver, Twin Otter,
Mode: Air Cessna. Skis,
Service: Charter floats & wheels.

Name: Air Tindi Ltd. As required All communities
Travel: Between & within Planes: Single &
travel zones Twin Otters,
Mode: Air Cessna. Skis,
Service: Charter floats & wheels.

Name: Spur Aviation Ltd. As required All communities
Travel: Between & within Planes: Single &
travel zones twin engine
Mode: Air aircraft. Wheels &
Service: Charter floats.

Name: Frontier Coachlines 3/week Yellowknife, Rae
Travel: Within the zone Edzo
Mode: Bus
Service: Scheduled

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

Yellowknife, Rae
Edzo

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

Yellowknife,
Snowdrift &
Reliance

** Yellowknife/Edmonton

Name: Northwest Territorial Airways Daily
Travel: Between travel zones
Mode: Air
Service: Scheduled

Yellowknife Yk-
Edmonton \$526.
return (Air Canada)
Planes: Electra,
DC-3* Boeing 737

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

Type of
Infrastructure

** Snowdrift

Developable Land: Land is available near the school.

Electric Power: Capacity: Diesel - 430 kW

Airport Facilities: **683** m gravel runway, limited
maint., no terminal building.
Unlicensed floatplane access.

Water Linkage: Great Slave Lake links all
communities on the lake. Barge
transportation to Snowdrift.

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	Private Sector	*assistance for 3 or more operators	
	● Package Tour Promotion	Private Sector	*up to 45% to a max. of \$10,000	
	Marketing/Business Meetings Conferences	Private Sector	*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 material % 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.

MARKET DEVELOPMENT

AGENCY	PROGRAM	ELIGIBILITY	mid-_.-----;-----
	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 counselling through production of brochure% 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 Shorn 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-w 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. Reprs. are available to industry.

AGENCY	PROGRAM	ELIGIBILITY	COMMENTS
PRODUCT & FACILITY DEVELOPMENT	EC. DEV. & TOURISM/ E. D. A.	*Project Feasibility	Individuals & tourism business in N.W.T.
		*Tourism Business Development	Individuals, businesses community based org.
		*Tourism Related Public Infrastructure	11A, NFVA, Regional Councils & Community Associations
		*Tourism Related	*establishment, modernization, upgrading! expansion of tourism related public infrastructure; up to 80% of eligible costs
EC. DEV. & TOURISM, G.N.W.T.		*Product Development Contributions (to be discontinued in 1989)	Newer existing northern business duly registered to carry on business - NWT
		*Tourism Facilities Development Contribution (to be discontinued in 1989)	Active northern business duly registered to carry on business in NWT
		*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
			*Exhibitions Assistance program: Max. \$300,006. 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. purchases, 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	*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.
		Northern Businesses Inuit Controlled Northern Business	
		-Financial Assistance to Business	*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	*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	*contributions up to \$2500 for need and where other financial resources are not available,
		-Venture Capital	*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	COMMENTS
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 a 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 1989 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 enhance their unique tourism attributes within a packaged product. Up to 90% of approved costs.
		*Hospitality Awareness	TIA, NFVA, Regional Councils, & Community Associations	● Program development - up to 100% including fees to develop program 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, Companies, co-ops., non-profit organizations	*counselling from retired experts in a variety of business dev. fields.	
	*Tourism Hospitality Training	TIA, NFVA, Business	*funding 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, Communities & 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 & Manpower 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	*provision of business support from a Pool of counselors assigned to specific 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, FDBB, 1997

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>Publication</u>	<u>Ad Size*</u>	<u>Insertion Date</u>	<u>cost**</u>
Field/Stream	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. Us.
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 \$6,8(XI). 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 caribbu** hunting.

Explanation

Currently there are some 2110 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 10W, 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 \$2000.
\$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, while 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 RELATIONS

Objective

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 media mailing list 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.	50(-).	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		3,0(-)0.	3,090.
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.	\$ 900.			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	\$3,900.	\$12,300.	\$13,500.	\$29,700.

* - 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

DEVELOPMENT OPPORTUNITIES	SOURCE	COMMUNITY	MARKET SEGMENT	COMMENTS
*Expanded Hotel Facilities	Snowdrift Ec. Dev. Plan E.Arm Park Study	Snowdrift	Adv. Travel /Business Ind. Touring	Band ownership no expansion yet
*Local Guiding/Outfitting - variety of tour pckgs.incl.skiing, photo wilderness/wildlife, canoe/kayaking,sailing, dog sled	Snowdrift Ec. Dev. Plan E.Arm Park Study	Snowdrift	Ind. Touring/ Adv. Travel	one operator offering on-the-land activities -tour pckgs. could ! deal. with pro. Nat.
*Sport Fishing	Snowdrift Ec. Dev. Plan	Snowdrift	Adv. Travel/ Ind. Touring	one full service lodge, no community guided opportunities
*Sport Hunting Outfitting	Snowdrift Ec. Dev. Plan	Snowdrift	Adv. Travel	not implemented
*Boat and Equipment Rentals	Snowdrift Ec. Dev. Plan	Snowdrift	Ind. Touring	not implemented
*Learn/experience camps or schools - cultural & traditional, wilderness survival, native youth	Snowdrift Ec. Dev. Plan	Snowdrift	Specialty	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 pro- mix; requires licen- and proper level of capitalization
*New Events - create new events in the zone such as a northern air show 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
*Information Cubes/Displays - community brochures! signage, indoor/outdoor display	Zone Capital Planning	Rae Edzo, Rae Lakes, Snare Snowdrift	Ind. Touring/ Adv. Touring	Partial
*Zone Canoe Routes - identify; and Zone Capital develop	Zone Capital	Zone	Ind. Touring/	Status unknown

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

APPENDIX D

— Lutra —

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