



Arctic Development
Library

***Northern Frontier Zone Tourism
Development Strategy - 1989-93 - Snowdrift -
Appendix
Catalogue Number: 11-1-11***

11-1-11

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

**SNOWDRIFT TOURISM
DEVELOPMENT PLAN**

LUTS'ELK'E TOURISM DEVELOPMENT PLAN

(CONFIDENTIAL)

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

NOTICE TO READER:

**By request of participating communities within the Northern Frontier Zone
Appendix C-2 is to remain confidential for a period of 1 year.**

ATTRACTIONS TOURS AND EVENTS

Guided Great Slave Lake Sightseeing and Interpretive Tour Packages

Description

The opportunity is designed to forerun the development of the proposed East Arm of Great Slave Lake National Park and provide future Snowdrift entrepreneurs with experience in the tourism outfitting industry. Tour packages should extend the guiding experience and industry awareness gained by locals at Bricker's Frontier Lodge. The opportunity would offer full service, all inclusive exciting sightseeing/interpretive experiences focussing on a cultural theme of the Snowdrift lands, people and their customs. The tours would originate in Yellowknife, the Zone and Territory gateway City and ideally coincide with scheduled flights from Yellowknife. The opportunity is ideally suited to the busier summer tourism season.

A major focus on the sights and interpretation of the traditional hunting and trapping lands, the community and traditional and modern day culture of the Chipewyan peoples would be well suited to a variety of markets. Interpretive tours should initially focus on the Christie Bay, and Hearne Channel areas adjacent to the community and shift to the National Park lands as it emerges. Tours could also be developed around specific themes - a cultural tour, history, wildlife, scenery, outdoor recreation or a bit of everything. Stop over and overnight activities would be designed to utilize existing or developing infrastructure at Snowdrift, and other outpost facilities.

It is suggested that packages originate with air transportation in Yellowknife and include but not be limited to:

- day/night at Snowdrift Hotel Ltd. or **Frontier Fishing** Lodge
- meals at local restaurant or in guides homes
- a **guided** community tour **including** the opportunity to meet local people and purchase arts and crafts
- boat tours of burial, archeological and historical sites in the Talthelei Narrows area
- fishing in **Stark River** (assuming **outfitting licence** permits fishing)
- **camping** or **picnicking** at the Gap or **Wildbread** Bay
- short nature hike along **trails** on **Pethei** Peninsula and proposed Park lands

Market

There is a developing market in the Northwest Territories and particularly in the road accessible Western Arctic for short duration cultural experience and sightseeing tour products. The tour products can be marketed as stand alone products or as components of tour packages. With proper packaging and competitive pricing, the product has good potential for the independent road traveller visiting Yellowknife, the "visiting friends and relatives market", the conference market and group tour markets.

The proposed establishment of the East Arm of Great Slave Lake National Park will enhance the adventure travel market potential for this product. We forecast that there will be an opportunity to improve and expand the sightseeing and interpretive tour outfitting service to park experience markets. With the establishment of the park, tour packages could be lengthened thereby improving tour viability and benefits to the community.

Each target market could be reached through a range of marketing techniques, some of which are listed here:

- A full colour brochure showing pictures and outlining features of the tour, itinerary, rate card and contact/booking agent
- Snowdrift based ground operator/booking agent with a linkage to the Yellowknife marketplace
- Briefing and promotion through the Northern Frontier Visitors' Centre
- Co-operative (ie. with other operators and/or with Environment Canada-Parks) media ads
- Yellowknife exposure via trade show attendance and displays.
- Familiarization tours for media and trade representatives

While guided interpretive packages are available elsewhere in the Northern Frontier Zone, no other zone community has the benefit of a national/international attraction such as the proposed East Arm of Great Slave Lake National Park.

Capital and Operating Costs Guidelines, Profitability and Funding

Working capital cost requirements for a full range of sightseeing/ interpretive tours:

Tour 1: Weekend special to the East Arm featuring Snowdrift

Portable Shelter, base and portable radios, portable kitchen equipment, survival equipment, first aid (1 complete outfit)	11,000
Equipped Covered Tour Boat (4 per boat + guide)	15,000
Brochure and marketing aids	7,000
Total	\$33,000

Operating Cost Guidelines/Profitability

Based on available scheduled transportation from Yellowknife (Tuesday, Friday and Sunday) - initial product offering is ideally a weekend experience in Snowdrift (minimum size of group 4 @ \$529)

Variable Expenses:

Booking, Promotion and Tour Organization	15%
Tour Guide (\$95 per day)	9%
Transportation (\$140 Y.K. - Snowdrift)	33%
Hotel Meals and Ace. *(Double occupancy)	20%
Food (\$32 per person trip)	6%
Fuel (250 litres @ \$.60)	7%
Total	90%

Fixed Costs

Administration (*Insurance, Accounting)	\$2000
Debt Servicing (*\$13,000 -5 yrs - 14%)	3598

Total	\$5598
-------	--------

Break Even @ 21 groups of 4/106 clients	\$56074
---	---------

*Assuming that meals and accommodation can be discounted to \$90 double occupancy per night with 3 meals and the Co-op hotel assumes the role of outfitter.

*Assuming blanket liability coverage and accounting for outfitting can be arranged via the Band/Development Corp. or Co-operative

*Assuming financing program: Working capital \$33000- Equity \$3500 (Indian Economic Development Program); Dept. of Industry Science and Technology - Native Program \$16,500; Bank Financing/Co-op Development Fund \$13,000

Comment: With a minimum of 21 groups to break even and an operating season of a maximum 12 weeks, the **opportunity** cannot be staged on weekends only. The financial analysis demonstrates that the opportunity requires volume capacity, additional equipment and more capital dollars.

Tour 2: 5 day sightseeing and cultural tour packages

Working Capital Costs:

Portable Shelter, base and portable radios, portable kitchen equipment, survival equipment, first aid (1 outfit)	\$11,000
Equipped Covered Tour Boat (4 per boat + guide)	15,000
Brochure and marketing aids	7,000
Total	\$33,000

Operating Cost Guidelines/Profitability

Based on available scheduled transportation from **Yellowknife** (Tuesday, Friday and Sunday) - (minimum size of group 4-5 day @ \$929) -2 nights in **Snowdrift** at hotel

Variable Expenses:

Booking, Promotion and Tour Organization	15%
Tour Guide (\$95 @ 4.5 days)	12%
Transportation (\$140 Y.K. - Snowdrift)	16%
Meals/2 nights ace. (\$90 night dbl. occ.)	20%
Fuel and maintenance (500 litres @.60)	9%
Food (\$65 per person trip)	7%
Total	79%

Fixed Costs

Administration (*Insurance, Accounting)	\$2000
Debt Servicing (*\$13,000 -5 yrs - 14%)	3598
Total	\$5598
Break Even @ 7 groups of 4/29 clients	\$26,941

*Assuming that 5 meals and 2 nights accommodation can be discounted to \$90 night double occupancy and the **Co-op** assumes the role of outfitter.

*Assuming **blanket liability** coverage and accounting for outfitting can be arranged via the Band/Development Corp. or Co-operative

*Assuming financing program: Working capital \$33000- Equity \$3500 (Indian Economic Development Program); Dept. of Industry Science and Technology - Native Program \$16,500; Bank Financing \$13,000 **Co-op** Development Fund

Comment: The break-even point for the longer duration opportunity improves considerably requiring an operating season of 7 weeks of the 12 week tourism open water season. Based on the assessment provided for the acquisition of one boat, viability would depend on an equal distribution of bookings for weekend and 5 day packages throughout the entire summer tourism season. Given the logistical difficulties of accomplishing this booking goal we suggest the co-operative examine the viability of purchasing at least three covered fishing yawls capable of a capacity of 4 each. We further suggest that the opportunity should make full use of charter air service to drop-off points closer than Snowdrift. With a full hotel and restaurant the discounting of hotel rates becomes more viable. Tour 3 is the combination of the tours.

Tour 3- Combined offering of 2 and 5 day packages

Tour 3 would be established as two separate packages operating "back-to-back". That is, the aircraft used to move guests into Snowdrift would be the same one that removes guests from Snowdrift. It should be noted that as an option, a well established outpost facility closer to **Yellowknife** (McKinley Point has been mentioned) with good landing and docking facilities would further improve the costs of transportation. For the purposes of this tour scenario however, we will assume that all transportation will be routed **Yellowknife**, Snowdrift return and scheduled fares charged to guests.

We further recommend the acquisition of 3 boats, with one as stand-by to handle overflow during the peak season. Increases can be expected in portable camp

costs and in effect it may be an advantage to establish a more permanent tent camp facility capable of a capacity of 12.

Working Capital Costs:

Portable Shelter, base and portable radios, portable kitchen equipment, survival equipment, first aid (3 outfits)	33,000
3 Equipped Covered Tour Boat (4 per boat + guide)	45,000
Brochure and marketing aids	7,000
Total	85,000

Operating Cost Guidelines and Profit

Assuming an equal ratio of bookings 2 day vs. 5 day packages thereby an average expenditure of \$729 per client trip.

Variable Expenses:

Booking, Promotion and Tour Organization	15Y0
Tour Guide (\$95 day)	10.5Y0
Transportation (\$140 Y.K. - Snowdrift)	24%
Meals and Acc (*\$90/night Dbl occupancy)	20%
Fuel and maintenance(.60 litre)	8%
Food (\$16-\$20/client day)	7%
Total	84.570

Fixed Costs

Administration (*Insurance, Accounting)	3000
Debt Servicing (*\$34,000 -5 yrs - 14%)	9411
Total	\$12,411
Break Even @ 27.5 groups of 4/110 clients	\$80,190

*Assuming that meals and accommodation can be discounted to \$90 night/s meals based on double occupancy and the Co-op assumes the role of outfitter.
*Assuming blanket liability coverage and accounting for outfitting can be arranged via the Band/Development Corp. or Co-operative
*Assuming financing program: Working capital \$85,000- Equity \$8500 (Indian Economic Development Program); Dept. of Industry Science and Technology - Native Program \$42,500; Bank Financing \$34,400 Co-op Development Fund

Comment: Given the above scenario of 27.5 groups of 4 in 3 boats, each boat would have to be busy steadily for 9 weeks during the 12 week open water season. Thus occupancy levels would be **75%** for opportunity viability.

Agency Responsible for Implementation

The outfitting idea should logically be managed by the **Co-op** hotel and be used primarily to improve the occupancy at the hotel. Although the opportunity is non-consumptive (does not use up renewable resources), it may be to the advantage of the Co-operative to acquire a sport fishing outfitting license in the **Christie Bay/Hearne Channel (McKinley Point)** areas. The managing group/outfitter should ensure that guides and equipment meet licensing standards, tour routes and itineraries are pre-arranged and proper communication is maintained with each party.

The development of interpretive packages will require good local co-ordination and communications outside of the community. The **Co-op** hotel can act as local booking agent for the opportunity and co-ordinate hiring guides for the tour packages.

Human Resources

Exciting and marketable interpretive tour packages require quality guiding and interpretive skills such as those ascertained through Level 2 guide certification. A pool of guides should be developed. To effectively deliver the opportunity, a minimum of 3 well trained guides is required. We recommend 6 trained guides form a **labour** pool to deliver this opportunity.

Should the **co-op** hotel be the designated group to conduct the opportunity, it should arrange for hospitality training for its staff and extend its hotel management function to cover booking, marketing service and guide co-ordination. The local agent would benefit by cooperating with a Yellowknife based booking agent/in-bound tour operator, the Northern Frontier Visitors' Centre and Environment Canada-Parks.

Local Benefits and Advantages and Disadvantages

As a preliminary tourism venture, the opportunity should build skills and prepare infrastructure prior to the development of the East Arm National Park. A natural expansion of this opportunity will be the provision of a park shuttle and guided tour service.

With the long history of local guiding and excellent knowledge and appreciation of Christie Bay, and **Hearne** Channel areas, the opportunity has good potential to increase local employment and generate improved tourism awareness. The opportunity can allow the community control.

It is evident that the opportunity can generate additional bednights for the Co-op owned hotel and have the potential spin-off sale of arts and crafts.

Timeframe

The opportunity should be developed prior to the development of the proposed East Arm of Great Slave Lake National Park so that the community can gain the experience to be the major outfitter for the National Park.

Learn/Observe/Experience Cultural Packages

Description

This opportunity responds to growth in the adventure travel market and increasing demand for 'shoulder' season activities. It also seeks to maximize the use and viability of proposed community owned tourism infrastructure.

Learn/observe/experience **cultural** packages would be developed around seasonal themes, traditional **Chipewyan** activities, the seasonal movement of wildlife, historical events, and the land. **Themes** such as "Spring on the Ice" and "Ski/Hike the East Arm of Great Slave National Park" would create the necessary image for 3-5 day cultural packages.

Assuming that the portable outfits budgeted for the summer interpretive and sightseeing tours are suitable for multi-seasonal use, the learn/observe/experience tour should use the equipment and also make use of either the hotel or **Bricker's** Frontier Fishing Lodge (if acquired) as base camp. The guided activities could be supported by an outpost camp (McKinley Point has been suggested) during the years prior to the establishment of the park, however post Park development activities should be directed towards Park trail and natural viewing sight corridors. Spring season cultural packages would provide clients with the optimum adventure experience, exposing them to various modern and contemporary transportation modes, cultural activities, aspects of day to day life on the land, etc. Activities should include but not be limited to:

Spring:

- **participation in** South Slave Regional **Winter** Games
- dog team tour
- trapline tour
- winter camp experience
- **ice fishing**
- snowshoeing **traditional trails**
- sightseeing tour on the ice to parklands via track **vehicle/snowmobile**

Market

Learn/observe/experience cultural packages should be targeted at cultural adventure travel markets. Japanese and European adventure travel markets have had winter exposure to the Northwest Territories, while American and domestic markets turn to warmer climates or hunting pursuits. Competitive products are sold from Fort Smith into Wood Buffalo National Park featuring dog team/traditional trips, and in Churchill (track vehicle viewing of polar bears).

To tie into **Yellowknife** and **Zone** tourism planning, tour packages should be scheduled to coincide with the dates of the Northern Frontier carnival theme. The appeal of attending the Canadian Dog Derby Championship and Caribou Carnival in **Yellowknife** followed by a high quality 3-5 day guided excursion to the East Arm of Great Slave National Park will have high market potential.

An improved marketing image could be gained through the promotion of a product beginning and ending in a comfortable/warm setting such as an improved hotel or full service lodge. Target markets include but are not limited to: the **Yellowknife** "visiting friends and relatives market"; the European or Japanese adventure travel market; and air group tour markets.

To reach selected market segments, learn/observe/experience cultural packages might be marketed through:

- A Snowdrift based booking agent in conjunction with a **Yellowknife** in-bound tour agent; a **Yellowknife** air charter company; or a southern Canadian tour wholesaler
- Full colour brochure with features, itinerary and rate card
- Media ads
- Trade shows

- Briefing Northern Frontier Visitors' Centre staff.

Cultural packages are offered throughout the N. W. T., particularly in the eastern Arctic. While there is interest in the Northern Frontier for such packages none have been developed. As the only Chipewyan community in the zone and one located in an area rich in natural and historical/cultural resources, there is the opportunity to offer an unique, quality product.

Capital and Operating Cost Guidelines, Profitability and Funding

Working Capital Requirements

Assuming portable outfits/communications are available and costs absorbed via the interpretive and sightseeing summer tours.

- Winter clothing and sleeping bags supplied to tour guests @ \$1000 per guest x 10 sets.
- Marketing aids -\$4000
- Assuming that guides will make available reliable transportation equipment, sleighs/dog teams etc.

Operating Cost Guidelines, Profit and Funding

Assuming a 5 day package with transportation included Yellowknife - Snowdrift return. Minimum group size of 4 @ \$1099

Variable Costs:

Booking and Promotion	20%
Tour guide (\$95 @ 4.5 days/trip)	10%
Helper (\$75 @ 4.5 days/trip)	8%
Transp. (\$140 Y. K.-Snowdrift return)	13%
Standby equip. (\$50 day -4 days/trip)	9%
Food	7%
Fuels (300 l. @ .60)	4%
5 Meals & 2 nights accom. @ \$90 night	17%
Total Variable	88.740

Fixed Costs

Administration and Insurance	\$2000
Debt. Servicing* \$5600-3 yrs.@ 14%	2200
Total Fixed	4200

Break-even at 8 groups of 4/32 client trips \$35,168

*Assuming that 5 meals and 2 nights accommodation Can be discounted to \$90/night double occupancy and the Co-op assumes the role of outfitter.

*Assuming blanket liability coverage and accounting for outfitting can be arranged via the Band/Development Corp. or Co-operative

*Assuming financing program: Working capital \$14,000- Equity \$1400 (Indian Economic Development Program); Dept. of Industry Science and Technology - Native Program \$7,000; Bank Financing \$5,600 Co-op Development Fund

Comment: To improve viability 2 complete packages could be operated at the same time thereby reducing the operating season to 4 weeks. That is, 2 groups of 4 traveling the same route. The additional staff support would improve out-post/portable camp operation.

Agency Responsible for Implementation

One agency should administer cultural tour packages to take advantage of reduced liability insurance coverage and to enable more efficient business administration. Preference would be given to a business with an established 'business track record'. The co-operative would be the logical choice to undertake the learn/observe/experience "Spring on the Ice" tour package.

Human Resources

Highly skilled hosts/guides are required to offer a professional and competitive cultural tourism product. Personnel must be competent in interpreting cultural activities and the lifestyle of the Chipewyan Dene. Personnel will also be required to have excellent hospitality and communications skills.

A pool of trained guides/hosts; families or individuals willing to demonstrate traditional activities and involve clients in day to day camp/bush activities; storytellers, musicians, and artists; and dog mushers with teams, should be available.

Local Benefits and Advantages and Disadvantages

Shoulder season activities have potential to expand (the duration of) employment opportunities available to Snowdrift residents.

Shoulder season activities also maximize the use of existing/ proposed infrastructure thereby increasing the viability of them.

The development of a cultural tourism product will provide excellent business and human resource development opportunities which will enable the development of high quality, National Park related tourism products.

Timeframe

Co-ordination is critical to delivering quality cultural tour packages. Cultural products must be tested in the market place. Planning and testing should occur in Years 1 and 2 with implementation occurring in Year 3.

Park Shuttle Service

Description

The success of this business opportunity depends on the establishment of the East Arm of Great Slave Lake National Park as a wilderness park (i.e. no roads will be constructed) and the requirement for transportation services to different points in the park.

The service could be operated as a regularly scheduled water taxi and snow-machine/track vehicle service available on demand. Transportation services could be provided from a seasonal base at Reliance and a permanent base in Snowdrift. Regularly scheduled services could be made available from Snowdrift to Wildbread Bay and Reliance to Snowdrift.

Market

Ground transportation services available from Snowdrift to the park may encourage canoeists and other adventure travelers to the National Park to travel via scheduled aircraft to Snowdrift. Shuttle services of this kind could be used by business travelers and particularly those traveling on park related business. The following techniques could be utilized to access these market segments:

- Co-operative advertising with Environment Canada - Parks and with other local operators

- Print media advertising
- Co-ordination with local, regional and territorial leadership and conference planners.

Similar services are provided in Auyuittuq National Park and have demonstrated profitability.

Capital and Operating Cost Guidelines, Profitability and Funding

The shuttle would make use of equipment purchased to operate the summer boat tours, guide's own equipment and/or a track vehicle if owned locally.

Agency Responsible for Implementation

Ideally a centrally located agent such as the Co-op hotel would offer outfitting services to in-coming markets.

Human Resources

A pool of persons skilled in operating and maintaining motor launches and snow-machines will be required.

Local Benefits and Advantages and Disadvantages

This service will encourage Snowdrift to be viewed as a staging point to the National Park thereby increasing visitation and tourism expenditures locally.

Development of this service will complement other tourism products and provide a basic training ground for local residents wishing to provide hospitality/tourism services.

Timeframe:

The development of the park shuttle service should coincide with the development of the National Park. During the fall/winter of plan year 4 the agency responsible should begin promotion and ensure that guides are on-line for implementation during the summer season year 5. This timeframe should be flexible as some park developmental work may occur prior to year 5 of our plan.

INFRASTRUCTURE

infrastructure requirements to support the development of Snowdrift's tourism industry are substantial. Within the five (5) year timeframe of this tourism plan, it will not be possible to secure adequate financial resources or develop appropriate human resources to pursue all developments. As such, infrastructure requirements are presented as options.

OPTION A: Purchase of the Frontier Fishing Lodge and Conversion to Multi-Season Facility

Tourism holds considerable economic potential for the community of Snowdrift given the existence of strong industry related resources namely the proposed National Park and internationally renown angling opportunities. Purchase of the Frontier Fishing Lodge by the community will enable Snowdrift to become an active participant in the tourism industry, a manager of the sport fishery resource and, a beneficiary of sport fishing activities. The purchase will also enable continuity in local employment opportunities, promotion of 'hands on' human resource development and, the community to provide other tourism products. A pre-feasibility assessment of this business opportunity in 1985 determined the purchase price of \$500-\$700,000. In 1988, the Snowdrift Dene Band entered into negotiations with the current owner of Frontier Fishing Lodge, Gerry Bricker for an ownership share of the business. At the time of writing, Bricker was proceeding with negotiations with Snowdrift and with a business interest in the United States.

It is necessary to update the 1985 feasibility and valuation assessment in order to complete purchase negotiations. These should be supported by a shareholder agreement/offer to purchase, negotiation/sale agreement documentation, a three year business plan and, funding/financing applications. This should be completed by September 1989 of Year 1. The cost of updating the feasibility and valuation assessments should not exceed \$20,000. In preparation for the operating season in Year 2 (1990), it will be necessary for the ownership of the Lodge to assess available human resource, start planning for key managerial/ hosting, marketing and guiding positions. A plan to develop necessary skills and knowledge, and a marketing plan should be implemented.

It would be advantageous for the community to enter into a joint ownership arrangement with an experienced lodge operator who can provide management expertise. Alternatively the community could purchase the services of a competent lodge operator or retain the services of Mr. Bricker for a one to three year period.

OPTION B: Outpost Camp/Service Centre

In 1987 the **Luts'elk'e Dene** Band in conjunction with the Dept. of Economic Development and Tourism called for proposals to examine the feasibility of establishing and operating a boat station/tourism facility at McKinley Point on Great Slave Lake. The feasibility assessment was to include establishing and operating a convenience store, shower and camping facilities. Funds were requested through Special **ARDA**. Whether as a result of lack of funding or changes in local priorities, an assessment of this opportunity was never pursued.

The growth in itinerant boaters, the establishment of the East Arm of Great Slave Lake National Park and, an increasing number of adventure travelers to the area, certainly warrants that this opportunity be reconsidered within the timeframe of this tourism plan. To this end, a detailed feasibility assessment and business plan should be undertaken at a cost not to exceed \$20,000.

It is recommended that the **Luts'elk'e Dene** Band:

- examine the development of an outpost facility in the longer term (ie. Years 4-5 of this tourism plan). This timeframe will ensure that the community has been able to establish skills and a business 'track record' through its involvement in the proposed acquisition of Frontier Fishing Lodge. This timeframe will also ensure that lands will have been selected for inclusion under the **Dene/Metis** claim, thereby eliminating any potential for conflicts.
- an assessment of the boat station/outpost camp/service **centre** on the East Arm should consider: multi-season accommodation services (ie. rustic, housekeeping/full service log cabin) with dining and shower facilities; commercial services such as boat/motor rentals, fuel, confectionery items, food/snacks, arts and crafts and cultural program facilities.
- a cultural village experience as a component of this development would be a main attraction for adventure travelers. Facilities to permit learn/observe/experience activities (ie. smoke house, drying racks, cooking areas, hide preparation area) would allow for visitors to experience the preparation of **Dene** foods, tools/implements, crafts and hides.

The forecast of baseline capital costs for a project of this magnitude is premature at this stage and will depend largely on the outcome of market and financial assessment.

OPTION C: Hotel Upgrade and Enhancement Program

In 1986/87 the Snowdrift Co-op purchased the local hotel. Operated in the past mainly as a transient centre, this trailer facility is in poor condition and is inappropriate as a commercial accommodation facility for pleasure travelers.

The implementation of this tourism plan and the development of the East Arm of Great Slave Lake National Park will result in increased visitation to the community. To maximize economic benefits from tourism and park development/operation opportunities, the Snowdrift Hotel will require upgrading to the physical structure and development of an improved service package. An upgrading and enhancement program would enable the Snowdrift Hotel to serve as a primary or ancillary accommodation facility to pleasure travelers particularly itinerants not requiring a full lodge package and, developmental personnel associated with the proposed National Park.

It is recommended that the Snowdrift Hotel Ltd. secure funding to undertake a feasibility assessment and the development of a marketing plan to improve the quality of the Snowdrift Hotel facility and increase the current level of occupancy. The feasibility assessment should determine the extent of physical renovations/improvements, determine market potential, organizational and operational requirements and, funding/financing. Services which could be offered by the facility and improve occupancy and viability should be examined (ie. community boat rentals). The feasibility assessment should be supplemented by a marketing plan for the hotel for at least a 3 year period.

This assessment should be considered an immediate priority of the community and undertaken in Year 1 (1989) with assessment recommendations (ie. renovations) pursued in Year 2. The costs associated with the assessment and planning work should not exceed \$20,000.

INDUSTRY ORGANIZATION AND RESOURCE MANAGEMENT

Snowdrift Tourism Board

Tourism is evolving as a priority economic sector in Snowdrift and throughout the East Arm of Great Slave Lake. Within Snowdrift, no one organization or group has primary responsibility for:

- overseeing the development of the industry in the East Arm;
- implementing this tourism plan which includes attracting tourism development training and awareness programs to the community, attracting public

and private sector investment in the **local** tourism industry, developing and delivering community visitor information programs, and setting direction and policies for development and Luts'elk'e participation;

- . monitoring and evaluating tourism development in the Northern Frontier Tourism Zone; and
- liaising/communicating with the Northern Frontier Visitors' Association and Travel Industry Association of the **N.W.T.**

Snowdrift will be required to establish a Board made up of private and public sector individuals/agencies (ie. the **Co-op**, Band, Development Corp., Frontier Fishing Lodge) concerned with the development of tourism. Recognizing Snowdrift's efforts to streamline it's committee system, it may be appropriate for an Economic Development Board to take on the function of a Tourism Board. This should be done immediately.

The costs associated with forming a tourism co-ordination structure are not significant. These costs should be shared among the Board/Committee's membership. Operational revenues may be generated through local fund raising events, service contracts, membership fees and grants secured from **CEIC**, **INAC** and **EDA**.

Ground Operator/Booking Agent

Implementation of this tourism development plan and the creation of new product offerings in the East Arm of Great Slave Lake requires the services of a ground operator/booking agent. The role of this operator/agent would be to co-ordinate tour packages, bookings and marketing efforts. Ideally, the ground operator/booking agent would be an independent Snowdrift business person or the **Co-op** Hotel and would be able to develop and maintain good working relationships with a Yellowknife in-bound tour operator/booking agent.

It is recommended that the Snowdrift Tourism Board with assistance from the Northern Frontier Visitor's Association and the Regional Tourism Officer, identify businesses or individuals in Snowdrift which might be capable of providing these services. During Year 1 this service will be planned and implemented under the auspices of the Tourism Committee, to evolve in years 2/3 as a separate business.

Tourism Awareness including Familiarization/Fact Finding Tours

Awareness of tourism careers, business opportunities, impacts and benefits is poor among Snowdrift residents. While this is a **zone wide concern** which must be addressed through a plan for all Northern Frontier communities, Snowdrift's Tourism Board will be required to input Snowdrift's needs into zone wide tourism awareness plan. The responsibility for developing a zone wide tourism program is expected to be assumed by the Northern Frontier Visitors' Association (based on community input) and the Regional Tourism Officer, Dept. of Economic Development and Tourism. Responsibility for implementing local components will rest with the Snowdrift Tourism Board.

A priority component for a Tourism Awareness program in Snowdrift will be familiarization and fact finding tours. Members of the Tourism Board and prospective managers of local tourism businesses would visit a community located in proximity to a National Wilderness Park. The purpose of these tours would be to examine how residents have adapted to a national park development, developed tourism activities around such an attraction and maximized local economic benefits. This should be undertaken in Year 1.

Other components of a Snowdrift Tourism Awareness Program which might be undertaken annually over the next five (5) years could include:

- community based tourism open houses and evening 'mini' trade shows
- community tours of Frontier Fishing Lodge
- National Park evenings (ie. films and profiles of other national parks, business opportunities)
- exploratory, fact finding trips to tourism business located within the Northern Frontier zone.

East Arm of Great Slave Lake Wildlife/Fisheries Management Board

The fish and wildlife resources of the East Arm of Great Slave Lake will in part be managed through a management plan established for the proposed National Park. Fisheries and Oceans is currently finalizing a management plan for fish resources in the East Arm of Great Slave Lake.

The structures which will implement, monitor and **evaluate** these plans must involve residents of Snowdrift particularly those involved in the land claims (ie. Land Claims Committee) and tourism development (ie. proposed Snowdrift Tourism Board). Processes should be set in place immediately which will allow

Snowdrift to participate with DFO and Environment Canada-Parks in these management structures. Joint resident and government **participation** on management structures should be sought prior to the settlement of Dene/Metis Land Claim.

INDUSTRY SUPPORT PROGRAMS

Snowdrift Tourism Board Training Program

Members of the local body which assumes responsibility for overseeing the implementation of this tourism plan and for attracting support to the industry must have basic business development skills. **The Snowdrift Tourism Board** in association with the Northern Frontier Visitors' Association and the Regional Tourism Officer will secure funds from **CEIC**, EDA and/or INAC to stage a board training program. This will be undertaken in Year 1. Refresher courses may be held annually as part of a zone wide program for human resource development.

Components of a training program for the Snowdrift Tourism Board may include:

- How to Develop an Effective Business Plan and Policies
- Effective Use of Staff and Consultants
- Financial Accountability
 - . Financial Control - How to Read Financial Statements
 - . How to Conduct Effective Meetings
- Understanding and meeting legal requirements
- Understanding the liaison function and maximizing benefits from NFVA and TIA.

Community Information/Historical Interpretive Program

At the gateway to the East Arm of Great Slave Lake, Snowdrift has tremendous potential to attract a range of tourists and provide several interpretive activities. Key to providing a quality tourism product is information. Snowdrift requires two (2) types of information:

Community Information in the form of community brochures, maps, signage, displays, estimated at \$3-7,000. developed over the course of this tourism plan in association with the **GNWT**, **NFVA** and Environment Canada-Parks to reflect Snowdrift's role in the East Arm.

Historical interpretive Information in the form of assessment, written descriptions and restoration of historic and archeological sites in the area which can be made available to local outfitters as part of a cultural or interpretive touring product.

In the case of community information the Tourism Board will be required to submit a request for **support** for the development of a community/East Arm brochure and for the erection of a community/East Arm map and portable information display. Requests should be submitted to **NFVA** and to Environment Canada-Parks.

In the case of an Historical Interpretive Information Program, the Tourism Board will be required to seek assistance from the Prince of Wales Northern Heritage **Centre** for the development of a terms of reference and for a research proposal to identify, research, assess and restore selected historical/archeological sites in the East Arm. A research proposal should be submitted to either the Prince of Wales Heritage **Centre** and/or EDA. Interpretive research and assessment programs can vary tremendously in cost depending on the size and scope of the project. Typical variances are **\$50-\$200,000. per project.**

Hospitality Management Training

implementation of this tourism development plan will result in increased local involvement in all facets of the tourism industry. Participation in the tourism sector requires not only a good understanding of basic management/business principles and practices but also of the service and hospitality sector. Hospitality Management Training should be made available to new tourism operators and staff as well as to members of Snowdrift's Tourism Board. Components may include:

- . The entrepreneurial management training program currently offered by INAC and the Native Womens' Association
- The Northern Most Host Program (via **NFVA**) hospitality training seminar
- . A selection of business seminars normally available through FBDB such as human resource management, financial management/bookkeeping/accounting, marketing, business planning and inventory/quality control.

The Tourism Board in conjunction with the RTO and **NFVA** will assume responsibility for identifying and scheduling programs in and/or involving Snowdrift.

Level 1 and 2 Guide Training

A labour pool of Level 1 and Level 2 trained guides will be required to deliver several of the tourism products described in this plan. Snowdrift has the capacity

to supply the numbers required but does not currently have any certified Level 1 or 2 guides.

The Tourism Board in conjunction with Regional Tourism Officer and local businesses should identify the extent of annual guide employment opportunities available, skilled guides available, turn-over rates and interested candidates. This needs assessment may be integrated with zone wide requirements to form the basis for a human resource development plan for the Northern Frontier for the next five (5) years. Costs associated with implementing guide training programs are covered by Canada Employment and Immigration (CEIC).