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***Northern Frontier Zone Tourism  
Development Strategy - 1989-93 -  
Yellowknife - Appendix  
Catalogue Number: 11-1-12***

11-1-12

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

**YELLOWKNIFE TOURISM  
DEVELOPMENT PLAN**

**YELLOWKNIFE (SOMBA K'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.**

## **Short Duration Great Slave Lake Scheduled and Charter Tours**

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### **Description**

Currently boat tours depart **Yellowknife** for short duration sightseeing tours of **Yellowknife Bay/Great Slave Lake**. At least one company has regularly scheduled departures throughout the busy summer season while four other companies offer charters from the early ice-off period in June through October. Short duration tours are competitively priced and packaged for 2 or 4 hours with or without meals.

An increasing number of group tours and conferences/trade delegations are seeking **Yellowknife** as a tour and business destination requiring varied and quality activities and experiences.

There exists an opportunity to improve the Great Slave Lake sightseeing tour product offered to in-bound group tours, the conference market and the itinerant/visiting friends and relatives market. The charter/tour fleet in the **Yellowknife** area is inadequate to carry and host the larger group tour between 20 and 40 passengers on a single vessel.

We suggest that the future for shorter duration tours on Great Slave Lake should include a charter/tour vessel with a carrying capacity equivalent to the average group tour arriving in **Yellowknife**. Deck and covered seating for at least 40 passengers and crew would be ideal, adequate deck space for outside viewing, on-board snack or convertibility option to on-board dining for smaller groups, a beverage bar, adequate washroom facilities and improved sites and attractions would improve the level of service for the charter tour fleet in **Yellowknife**.

The tour vessel should retain a certificate of inspection under the Safe Manning Regulation by the Canadian Coastguard. Comfort and convertibility to different charter configurations should be planning considerations for the marine vessel equipment.

### **Location/Access**

A constraint today to increasing the carrying capacity of the Great Slave Lake tour/charter fleet is mooring and passenger handling capabilities both in **Rainbow Valley** and **Yellowknife**. There is decent road access and transportation linkages from major hotels, downtown retail and airport to **Yellowknife** and **Rainbow Valley** waterfronts, however there is no passenger handling facility or marina.

## **Competitive Services/Facilities**

Short duration - up to half day trips, are offered on Great Slave Lake. All operators essentially offer the same level of service including meal options, scheduling, and booking services. Although none of the operators is an Inland Waters Master, the fleet complies with Department of Tourism licensing regulations.

## **Marketing Considerations**

A plan to increase the size of this market requires select target marketing. Markets serviced by the boat sightseeing tour fleet are general touring types who have arrived in Yellowknife by vehicle or are on a packaged group tour. The visiting friends and relatives market is assumed to take advantage of the sightseeing touring opportunities on Great Slave Lake. The following marketing tools can be used to improve the market potential of the tours.

- . Packaging product options with other community sightseeing activities;
- Brochure outlining package services and options;
- . Familiarization tours with travel writers and wholesalers;
- Co-ordination with local conference planners, G. N.W.T. office of protocol;
- Direct marketing and booking
- Print advertising in local newspapers

## **Capital and Operating Cost Guidelines Profitability and Funding**

The following provides a break-even scenario given a variety of assumptions.

### Capital Requirements

Feasibility Assessment	\$10,000
Cruise vessel (capacity 40)(FOB YK)	\$150,000
Cruise vessel refit	\$50,000

### Operation and Maintenance/Profitability

#### **Great Slave Lake Charter/Tour**

Scheduled 2 hour cruises - with on-board snack and beverage service. Assuming average scheduled trip expenditure will be \$35 (\$25 for tour ticket and \$10

for food and beverage) , two scheduled daily runs made throughout the season, an 11 week-77 day season; boat carrying capacity (40 clients and crew) equivalent to total seasonal occupancy at 5698 person trips;

Charter packages - boat available for after scheduled hours charters for group tours/Conference/Special~ cruise charters ie weddings, parties, longest day cruise, Folk-On-The-Rocks, Dettah Daze etc. -4 hour or variable with on-board snack and beverage service and on-land meal option; vessel capacity 40 clients and crew, operating 77 days one 4 hour period a day available, equivalent to total seasonal occupancy at 2849 person trips; avg. per person trip expenditure \$50

Assuming that the ratio of scheduled cruises (itinerant business, independent touring - "rubber tire"/air touring, friends and relatives markets) to charter tours (group tours) is 2:1 then the average expenditure per client is \$40.00

Revenue at 8,547 trips (100% occ.)      \$341880

Variable:

Promotion, booking and passenger handling	25%	
Payroll Charter Service*		9%
Fuel, Maintenance, Storage	15.740	
Food/Beverage Cost of Sales (70%)	13%	
Gross Margin	62%	

Fixed Costs

Payroll Scheduled Service*	\$15400
Docking/Moorage (Yr. Round)	\$1500
Administration (Insurance, Accounting)	\$8600
Debt Servicing* 5 years @ 14%; (\$121,000K)	\$33500

Total Fixed      \$59000

Break Even 46% occupancy @ 13932 trips =      \$157280

\*Payroll for charter service based on number of trips sold, while scheduled service based on a contract rate. Estimates based on current standards for Minor Water Master, first mate/steward, deckhand/engineer re: DPW

\*Assuming funding available from the EDA program at 30% of eligible capital costs for business expansion and 90% of feasibility study costs.

### **Agency Responsible For Implementation**

The agency responsible must have a borrowing capacity and should have a management track record in the industry. It should also be able to invest owner equity of \$21,000 and have access to a minimum 1 month operating reserve.

Naocha Enterprises Ltd. is the logical **Yellowknife** B Band agency to designate as responsible for improving sightseeing boat cruising on Great Slave Lake. It has been the sole operator of **Yellowknife** B Band boat tours for the past year and has developed a management and financial "track record." However prior to the acquisition of larger equipment it is recommended that the company complete a feasibility analysis and adjust its business plan to indicate viability.

### **Human Resources**

The operation of the tour vessel will require a minimum crew of 2, plus a steward for food and beverage service. Positions required are a Minor Water Master, a deck hand/engineer and a tour guide/first mate/steward.

A three week level 1 guide training program is funded through the G. N.W.T. Arctic College, while Minor Water Master training programs are held in the off-season at the Pacific Marine Training Institute in Vancouver. Partial funding may be secured through the Canada Employment Centre to offset program costs.

### **Local Benefits and Impacts/Advantages and Disadvantages**

The seasonal employment wage benefit package should be competitive with other industries (mining and transportation). A long term spin-off of a competitive wage and benefits package is the excellent potential to attract, train and retain **Yellowknife** B Band candidates to positions in the Tourism Industry. The development opportunity upgrades and improves an important component of packages offered to group tours, conferences and the independent touring/adventure travel market.

By controlling a large market share for boat touring products, the communities can build in spin-off benefits to B Band tourism. service sector, and arts and crafts entrepreneurs. A greater awareness/appreciation of the local Dogrib culture and history will be a further spin-off of improved market share.

## Time Frame

Should Naocha Enterprises Ltd. choose to follow-up on this development opportunity, feasibility and financing applications should begin immediately in order to have the vessel on-line at the start of next season.

## **Great Slave Lake Historic Boat Tour**

## **Tour**

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### **Description**

in keeping with efforts to provide more activities for selected markets arriving in **Yellowknife**, there exists an opportunity to offer a medium duration (day long) boat tour package on Great Slave Lake. Day trips should be scheduled to capture the optimum market penetration, for example Saturday, Sunday, Tuesday and Thursday. Charter on a demand basis would fill the remaining 3 day period. Scheduled and charter tours should be packaged with ground transportation from downtown **Yellowknife** to **Dettah**, and provide the client with a well rounded cultural/historical sightseeing experience and an opportunity to purchase local **arts** and crafts.

We expect that a scheduled tour would benefit by combining on-the-land [learn/observe experiences at a **Dene/Dogrib** seasonal camp and a network of historical sites dotting the shoreline between **Yellowknife Bay** and **Gros Cap**. A scheduled cruise should have a flexible itinerary to accommodate weather conditions, and take advantage of the long hours of daylight and alternate sights on the lake.

Charters should be available on a demand basis, however special tours can be arranged to coincide with summer events such as **Dettah Daze/Summer Solstice/Folk-on-the-Rocks**, conferences and recreational events. It is anticipated that a well promoted sport fishing charter option from **Dettah** would supplement revenues.

The tour vessel should retain a certificate of inspection Under the Safe Manning Regulation by the Canadian Coastguard. Comfort and convertibility to different charter configurations should be planning considerations for the vessel equipment.



## **Marketing Considerations**

The scheduled tour package should target the visiting friends and relatives, itinerant business/corporate travelers, "rubber tire" and conference group tour market.

Marketing tools useful in selling the product are:

- full colour brochure with an indication of the interpretive program;
- trip itinerary;
- print advertising in local newspapers;
- co-op advertising with Zone operators and Zone association;
- direct mail drop to town mail boxes and local distribution network for promotional materials
- portable travel display;
- target wholesale tour companies to package products;
- photo panels adaptable to Zone Display for use at consumer and trade shows attended by Northern Frontier

A variety of tourism operators and business people in **Yellowknife** offer medium duration guided boat cruises on Great Slave Lake. None of these tours offer an exclusive Dogrib historical/cultural interpretive tour of the sites between **Yellowknife** and Gros Cap and none are scheduled on a regular basis.

## **Capital and Operating Cost Guidelines, Profitability and Funding**

### Capital cost requirements for aided interpretive tour

Purchase Marine Vessel (assumed small capacity with comfortable seating for 16 passengers) or lease/utilize an existing vessel with refit including optional seating arrangements, small galley with refrigeration, washroom, fold-up meeting or luncheon tables, emergency equipment/liferaft, communication, public address and radar system.

Refit Option -\$30,000

Interpretive Program - identification of historical sites, restoration/interpretation and developed interpretive presentation; - see infrastructure

Dene/Dogrib Camp - The Wool Bay Dogrib Village or satellite tent camp with adequate docking facilities would be an appropriate location

Docking Facilities and Passenger Handling -\$2,500

Arts and Crafts Kiosk/Outlet in Dettah Village - see infrastructure

Community Display and Panels with photo shoot focussing on the GSL and community tour products -\$7,500

**Operating Cost Guidelines/Profitability**

Scheduled Day cruise 6-8hrs.; min./max. 8-16 per cruise; 4 scheduled departures weekly, 8 week season mid-June through mid-August

Fishing/Sightseeing Charters 6-8 hrs; min./max. 8-16 per cruise; 3 departures available weekly 8 week season and 7 departures for 4 weeks mid-June through mid-Sept.

Package Price from Dettah @ \$99  
Revenue at 100Yo Occupancy -1344 trips \$133,056

Variable Costs:	
Booking, Promotion, Passenger Handling	20%
<b>Wage &amp; Benefit Package</b>	<b>20%</b>
<b>Camp Tour</b>	<b>10%</b>
<b>Fuel, Maintenance, Launch</b>	<b>15%</b>
Food	8%
<b>Lease Arrangement*</b>	<b>13%</b>
<b>Cost of Sales</b>	<b>86%</b>

Fixed Costs: Administration (Insurance, Accounting) \$4500  
Debt Servicing\* (Mortgage 23,000 @ 14% 5 year term) \$6366  
Total \$10866

Break Even @ 57% = 766 trips \$75834

\*Marine vessel lease arrangement is a negotiable item. Assuming minor maintenance and refitting clauses, 13% of sales at break even gives the lessor approximately \$110 per day(90 day season) equivalent to retirement of a \$35,000 mortgage @ 14% over a 5 year period.

\*Assumed eligibility for EDA marketing and expansion funding at **45%** and **30%** of eligible capital costs respectively and owner equity of a minimum 10'24o.

### **Agency Responsible**

The agency responsible must have a borrowing capacity, should have a management track record in the industry and be capable of entering into a lease agreement. It should also be able to invest equity of **\$4000** dollars and have access to a minimum 1 month operating reserve.

Naocha Enterprises Ltd. likely retains the above business considerations. It should examine feasibility and adjust its business plan accordingly, indicating viability for the business opportunity.

### **Human Resources**

With personnel requirements for a certified minor water master and a deck-hand/steward/tour guide to implement the tour opportunity, the business opportunity has an excellent opportunity for attracting and retaining B' Band candidates. Wage rates for a minor water master are in the \$21.50-\$23 per hour range, while a level 1 tour guide with deckhand and steward responsibilities might expect up to **\$16** hour.

A three week level 1 guide training program is funded through the G. N.W.T. Arctic College while a minor water master training program is delivered in the winter in Vancouver by the Pacific Marine Training Institute.

### **Local Benefits and Impacts/Advantages and Disadvantages**

At least two seasonal jobs generated during the summer tourism season at certification standards and wage and benefit rates competitive with the marine transportation industry in Canada.

A greater appreciation of the Dogrib Dene life-style and history targeted at tour markets should provide social and political spin-offs.

The tour provides the opportunity to expose Dettah Village to tourism traffic and the attendant economic spin-off benefits. The sale of arts and crafts, and water or land taxi to the settlement are but two of the potential spin-off business opportunities associated with the tour. Increased competition between tourism, and commercial small skiff operators for northern pike resources in the Wool Bay and **Yellowknife** Bay areas of Great Slave Lake should be monitored. If deemed necessary a resource management program could be implemented for all users.

## **Time Frame**

Tour planning/product development and marketing should be implemented prior to the EDA Banking Day, to take advantage of EDA marketing assistance. Enrollment in training and training assistance should be completed during the fall and a full marketing program implemented during the winter months. Applications for capital financing should be no later than January to ensure funding is in place in advance of the open water season.

The second season of the plan is the probable implementation time for the tour opportunity.

## **Learn/Observe/Experience Dogrib Cultural Travel Packages**

### **Tour**

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A short duration summer season learn/observe/experience tour of Dogrib culture is presently offered to Yellowknife and Zone pleasure travel markets. Located in Yellowknife Bay, Somba K e camp is supplying a uniquely northern product. In operation for the past two years, the learn/observe/experience tour has virtually unrestricted access to Y.K. markets and there is market potential for an increased market share. The camp is operated during the busy summer schedule and sits empty for the balance of the year.

The opportunity exists to streamline the delivery of the cultural tour product to make it more suitable to a broader range of markets. The cultural tour product should be deliverable at a variety of tour boat accessible traditional and/or seasonal camp sites in the Yellowknife Bay, and Yellowknife to Gros Cap stretch of Great Slave Lake. The product program should be suited to both the winter/spring and summer tourism seasons.

Facilities should be in-place to carry out a variety of interpretation program requirements and adaptable to the different climatic conditions in each of the open seasons. Facilities should be capable of comfortably handling seniors as well as adventurers; should have excellent photographic materials; and capable of serving up to 40 guests and staff at one time.

Learn/observe/experience cultural interpretation programming be coordinated for 2, 4 hour, one day and up to three day packages. Activities could include, but should not be limited to, an orientation to Dogrib culture; learning of the history and culture of the Dogrib through live and audio visual legends, and stories, and presentations; learning of the importance of the land based economy to the Dogrib through observing and assisting in the preparation of hides, skins etc; ex-

periencing **Dogrib** cuisine in season prepared in the traditional manner ie. smoked fish, dry meat, bannock and berries, whitefish chowder, and caribou stew; and observing **Dogrib** arts and crafts.

All tours should be arranged with transportation from a central location in downtown **Yellowknife**.

### **Marketing Considerations**

Learn/observe/experience programs should be expanded and developed to be more suited to a variety of markets. The cultural tour product can be packaged and sold as a component of an existing **air/motorcoach** group tour; or packaged and sold as a stand alone independent touring or adventure travel product. The business/conference traveller, and visiting friends and relatives markets offer good market potential to learn/observe/experience **cultural touring**. **Dogrib** cultural touring adds an important component to the growing list of touring opportunities available in the **Yellowknife** area.

Both winter and summer products should have a marketing plan describing a goal, and targeting specific market segments, with effective techniques. Techniques include, but are not limited to:

- packaging product with group tour and independent touring packages;
- print advertising in local newspapers and magazines (in-flight)
- fam tours for travel writers and group tour organizers
- direct mail to visiting friends and relatives market - mailbox drop;
- flyers and brochures indicating camp itinerary & costs;
- souvenirs

Competitive products are sold in other travel destinations throughout the NWT. The **Baffin** and **Western Arctic** Visitors Zones are leaders in servicing the cultural package tour market and cultural sightseeing markets.

### **Capital and Operating Cost Guidelines, Profitability and Funding**

#### **Capital Cost**

Improve Site Infrastructure - \$40,000

- a scenario to host large tour groups would include but not be limited to a traditional camp set-up; open space, large covered tent frame with comfortable seating for at least 40, a screened gazebo/high wall **circus** tent to stage

indoor- events and displays, screened **gazebo/large** wall circus tent, docking for 40 passenger tour boat, equipment lock-up, audio-visual capability, generator, washroom, refrigeration

a satellite summer and winter \$75,000

- equipped camp located on Great Slave Lake with capacity for smaller groups (up to 16) and sleeping capacity for between 4 & 8 summer and winter; with docking facilities for 20 passenger tour boat; traditional Dogrib camp, equipment lock-up, washrooms, marine and winter travel equipment

interpretation/communication program and delivery see industry support

**Operating Cost Guidelines/Profitability**

**1. Short Duration Learn/Observe/Experience Camp Packaging**

A one, two or four hour package offered to group tour/conference markets assuming an average \$20 per hour wholesale including; native cuisine, an opportunity to purchase local arts and crafts, and live performances. A capacity of 40 and assuming guests staying an average 2 hours during the busy 77 day operating season, Open 10 a.m.- 6 p.m..

Revenue at 100% occupancy (8hrsx77x40x\$20) \$492800

Variable Costs:

Transportation	20%
Booking and Promotion	20%
Food & Preparation (Cook)	13%
Wage Package: Interpreter/Host; 5 staged events workers;	10%
Total	63%

Fixed Costs:

Camp Attendant/Expediter (all Yr.)	\$14400
Administration(Insurance,Accounting)	3500
Debt Servicing (Loan @ 24k 14% 5 yrs.)	6648
Total	24548

Break Even @ 13.5%/1663 person trips \$66528

\*Assuming that funding is available for business expansion through the E.D.A. program at 30% of project cost.

## 2. Long and Short Duration Learn/Observe/Experience Summer and Winter Camping with Dogrib Family on Great Slave Lake

Two hour, to 3 day camp experiences on an outpost island in Great Slave Lake. The development opportunity can be tailored to be a component of day cruises, sailing excursions and charter float trips originating in the **Yellowknife** area and/or be a complete cultural package including air charter. In keeping with the above scenario wholesale costs are calculated at \$20 per hour/8 hour day. Occupancy is reduced to 16 (twin otter or tour boat load) for the tour component and 8 for overnight accommodation.

Traditional activities should involve the guest; ie. meal preparation, hide scraping, driving boat or snowmobile, pulling nets etc. Assuming a maximum open season of 1 winter/spring month and 2 month summer season. Distance from **Yellowknife** should be within the minimum charge mileage for aircraft.

Revenue at 100% occupancy (60X16+8X30) = \$192000

Variable Costs Equipment Maintenance and Fuels	<b>3%</b>
Transportation/Camp Resupply	15240
Wage and Benefit Package (3 guides)	<b>13%</b>
Meals and Preparation	13%
Booking and Promotion	<b>20%</b>
Total	<b>64%</b>

### Fixed Costs

Administration (insurance/ Accounting)	\$3500
Debt Servicing (Loan @ \$30k 14% 5 yrs)	8304
Total	11804

Break Even 16.5% or 198 trip days \$31,680

\*Assuming **SARDA** replacement program funding of 50% for new initiative. A feasibility analysis should be undertaken prior to development of this initiative. **SARDA** replacement program should fund 90% of feasibility costs.

### Agency Responsible

The agency responsible must have a borrowing capacity, and should have a management track record in the industry. It should also be able to access and invest owner equity of \$5,000 and /or \$7500 and have access to a minimum 1 month operating reserve for each of the opportunities.

Somba K e camp currently operates and is the logical candidate to embark on #1 and possibly #2.

### **Human Resources**

Each of the above opportunities will require host/guides to interpret the cultural exhibits, traditional ways and events which are part of the guests stay in the camp. The guide should work from an itinerafY/interpretive **program** to more effectively deliver a message during the time permitted. Guides should possess good English communication skills, good understanding of the history and traditions of the **Dogrib**. Those guiding the overnight packages should have good boating and/or snowmobiling skills.

A labour pool of at least 6 trained level 1 guides are required for both opportunities. The Regional Tourism Officer can arrange Level 1 guide training. A labour pool of traditional style cooks should be available as required - training should not be required.

A labour pool of storytellers, hide tanners, drummers and dancers should be available as required - training should not be needed.

### **Local Benefits and Advantages/Disadvantages**

Greater seasonal and winter season/post trapping employment would be a result of the proposed business opportunities. A greater appreciation of the local **Dogrib** culture, history and traditions could be shared with a broader base of the pleasure traveller to the Zone.

The camp could be a multi purpose camp suitable for trapping and fishing, or on-land activities during the slower tourism should seasons.

### **Time Frame**

Phase implementation in year 1 for the #1 opportunity, while #2 could be implemented as the first opportunity reaches viability.



## **INDUSTRY SUPPORT PROGRAMS**

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Hospitality, Tourism Awareness, Business Training and Development, Industry Organization and Resource Management.

### **Human Resource and Training Needs:**

In order for tourism to survive within Rainbow Valley and Dettah, it will be critical to have a well trained committed labour force. Today a difficulty in commitment lies in the wages and benefits paid to seasonal employees. By suggesting the above development opportunities we are attempting to address this problem. The opportunities target a potential labour force which is already seasonally employed, will require marginal retraining, and can expect a reasonably competitive wage and benefit package.

### **Guide:**

A labour pool of Level 1 trained guides/tour interpreters will be required to deliver the above development opportunities. We suggest a minimum pool of ten guides. In order to effectively participate in guide training programs, operators should identify guide employment, turn-over rates and training needs to a local agency such as the local employment officer. The officer should assess all operator needs and identify all guide training needs to the Regional Tourism Officer and Tourism Training Need Board.

A three week program is currently offered at different locations and times throughout the N.W.T. Check with the Regional Tourism Officer for dates and application procedures. The officer should be able to assist in identifying training needs for each of the operators in the two communities and assist in applying for seats in the program.

### **Hospitality Training**

To maintain a high level of service on existing Naocha, Somba K e and planned tours, an effort should be made to ensure that operators and staff have hospitality training and refresher programs on an annual basis. Target staff should include guides, Minor Water Masters, deckhands, and traditional skill employees.

The Northern Most Host Program is in its final stages of packaging via the Travel Industry Association of the N.W.T. and should be available for delivery during the

winter season 1989. The program is a hospitality training seminar which can be delivered in a community setting.

Business development program materials, funding resources, and periodic business training seminars are available from the North Slave Region Service Office, Department of Economic Development and Tourism, the Federal Business Development Bank and the Royal Bank.

Hospitality training can be arranged through the Regional Tourism Officer and/or the Northern Frontier Visitors Association office in **Yellowknife**.

### **Marketing**

The Travel Industry Association of the N.W.T. has a marketing co-ordinator who, from time-to-time, will arrange training seminars relevant to marketing tourism products in the marketplace. A variety of printed and video training and resource materials are available from the Travel Industry Association and the Travel Arctic/marketing division of the Department of Economic Development and Tourism. Examples are Tourism Marketing Handbook, Qaiwwik Ltd., Trade Show Sales Video and magazine advertising research.

### **Minor Water Master**

A Minor Water Master certification program is available through the Pacific Marine Training Institute in Vancouver. Partial funding maybe arranged through the **Yellowknife Canada Employment Centre** to offset program costs.

### **Business Training**

Through the **Yellowknife** offices of The Federal Business Development Bank a series of general business seminars will be conducted annually in the **Yellowknife** area. If there is sufficient demand the Bank will take one of its courses to a community. Staffing for a small business resource officer position was completed during the fall '88. He will be directly responsible for administering the CASE program and will attempt to tailor program requirements to the Travel Industry.

Institutional Business Training is available through Arctic College and the City of **Yellowknife** annually. Course calendars can be obtained from the Arctic College Campus in **Yellowknife**. Course fees are nominal.

The Canada Employment Centre will financially assist tourism operators who have cooperated on a training initiative. Operator groups can apply inde-

pendently or through the Northern Frontier Zone to obtain a return on their training investment.

### **Historical Interpretive Program/Interpretive Training**

The Band has a desire to pursue community based tourism, develop **Dettah** and Rainbow Valley as tour destinations and focus on the life-style and history of the surrounding land and its **Dogrib** people. In keeping with this theme a historical interpretive program/training should be developed to support community operators in delivering their products to respective markets.

The purpose of the interpretive program will be to make available to tourism operators suitable written, oral and display materials and techniques to help their clients learn and observe the **Dogrib** culture and history. To meet this end the program should include, but not be restricted to:

- identification, research, assessment, and restoration of historic sites on B Band lands adjacent to navigable water nearby **Dettah** and Rainbow Valley.
- research and analysis of the history of Rainbow Valley and **Dettah**, focussing on: the traditional land based and modern day economies; religion and the **Dogrib**, the language, traditions and legends of the **Dogrib** people; European/**Dogrib** contact; modern day **relationships between Dettah/Rainbow Valley and Yellowknife** (recreation, schooling, delivery of goods and services) etc.
- collection of legends and stories of elders
- identification and assessment of traditional and modern day arts and crafts

A terms of reference for a historical/archeological assessment should be developed by the community. A research proposal should then be submitted in conjunction with an overall zone research proposal to either the Prince of Wales Heritage Centre and/or EDA, Economic Development and Tourism.

To assist B Band tourism operators the program should result in, but not be limited to:

- identified historical landmarks with suitable interpretation (brochures or **plaquing**) and capacity of integration in sightseeing/ photographic;
- production of a historical booklet and/or community pamphlet available to tour guests;
- a **catalogue** of available arts and crafts, sample products for sale to tour guests and itinerant pleasure travelers when they visit **Dettah** and Rainbow Valley;
- community signage/historical plaques

### . **Yellowknife B Band** community brochures

Funding for interpretive planning for communities, and zone associations is available via the **EDA** Tourism sub agreement. Component funding may be secured from the **EDA** program or via the Economic Development and Tourism capital planning process.

Arts and crafts funding is available via the **EDA** Arts and Crafts sub agreement.

The Economic Development Coordinator should be responsible for initiating the planning exercise and its implementation.

### **Communication Network**

With a variety of boat tours and the potential to handle a greater volume of pleasure travelers, there will be an increased need to improve the communications network between the booking agent, and on-the-water/land tour operator. A high frequency transmitter/receiver with capability up to 50 miles and a central operator would better tie-together all tours operated from the communities. Logically tied into this service would be expediting services.

This is a business opportunity and could be operated in conjunction with another business such as a taxi/bus service. A high powered high frequency transmitter/receiver can be purchased for \$4,000-\$5,000. Lower powered portable units, antenna and crystals are available at \$2000 per unit. Funding applications to **EDA** and/or **SARDA** replacement program for grant assistance.

### Community Information Program

If the communities are interested in community based tourism development they should develop a public relations information program. The following are components of such a program:

- **Community Brochure** - full colour detailing history, culture, economy, tourism resources and activities of the two communities. The brochure should be **themed** and target the independent and group touring market providing a lure to photo and cultural touring opportunities in the communities. The brochure should be designed to accept promotion and rates.

Funding through **EDA** up to 45% of program costs. Cost range \$3500-\$6000. The Economic Development Coordinator should be responsible for initiating the program.

- A **Community Portable Information Display** - a traveling display unit which can be set-up at strategic locations in **Yellowknife** or at trade shows as required. A photo shoot would provide the display material. The **Travel Arctic/TIA** and/or zone marketing agencies-of-record should require images of the north/zone and could be requested to include **Dettah** and **Rainbow Valley** in their photo shoots.

Funding through EDA up to 45% of program costs. Cost range \$3000-\$7500. The Economic Development Coordinator should be responsible for initiating the program.

- **Community Arts and Crafts Brochure** - Although arts and crafts sales are largely done on a personal sales basis or via **Treeline** Trappings, the emerging travel market to **Dettah**, **Rainbow Valley** and on tour boats will purchase products if available. It is suggested that as tourism development plans emerge they be coordinated with plans of the local arts and crafts industry to ensure supply inventories are maintained.

If the two communities are serious about increased arts and crafts sales, they should consider a product development and marketing plan. A small catalogue of available products would improve sales distribution to tourists. The EDA Arts and Crafts sub agreement has funding for initiatives of this nature.

## **INDUSTRY ORGANIZATION AND RESOURCE MANAGEMENT**

### **Tourism Awareness**

The attraction of local people into a developing **Yellowknife** B Band tourism industry is hampered by the lack of awareness of career opportunities. The Northern Frontier is completing a "Tourism As A Career" package for Zone communities and operators. The delivery of awareness programs can be coordinated with "career days" at local high schools or directly in **Rainbow Valley/Dettah**.

**Yellowknife** school student counselors should be well equipped to deliver information to **Yellowknife** B Band students about career and on-going training opportunities available in the tourism industry.

### **Economic Development and Tourism Coordinator**

To carry out specific community tourism planning activities, the Band should have a designated resource person to coordinate communications and the delivery of business and tourism support services to local operators. Currently the Band Manager is the main tourism contact in the community and sees the

added responsibility of delivering economic development programs diluting his effectiveness.

The Band is looking at a number of economic development projects which would benefit tourism development in the community. For example, the community will be asked to ratify a municipal plan which includes a marina and tourism service centre. The initial concept would have the centre located in Rainbow Valley, have docking facilities for tour boats and a central meeting place to originate boat tours on Great Slave Lake. Tourist information, souvenirs, arts and crafts sales, communications, gas and hardware would be associated with the centre. An economic development coordinator would most certainly be necessary to coordinate the feasibility of this large scale project.

The Band also desires to upgrade the road to the community which would have positive spin-offs to the tourism committee. The economic development coordinator could be instrumental in coordinating lobbying efforts in this respect.

An interpretive program is also required by the Band to deliver an effective cultural tourism product.

Funding for economic development planners and implementors is available through the Department of Indian Affairs, Economic Development Program. Contact with the Area Economic Development Officer, North Slave Regional Office, should begin the process to put the funding in place. A 2 year development plan with a measurable goal and objectives is a funding application criteria.

## **TOURISM FACILITIES AND INFRASTRUCTURE**

\*Tour Boat - Tour boats are regulated by the Canadian Coastguard requiring safety inspections and certification. 40 passengers and crew has been suggested (pers. comm. Russ Wiggs Marine Division, DPW) as a division between a small tour operation and a larger cruise ship.

There is a market for used marine vessels in the Vancouver area and periodically through corporate and crown asset disposal. The budget range chosen for purchase and refit of a used marine vessel (\$150 - \$200,000) allows for \$5000 of safety, comfort, service and reliability features per passenger.

Prior to financing the capital program, a market and feasibility analysis, 5 year business plan and financing package will be required. Costs can range to \$10,000 to cover a small business expansion.

**\*Tour Boat Refit** - assuming the Naocha would become surplus as a sightseeing tour boat, alternative uses should be sought for the vessel. The option of reconfiguring the vessel for longer duration tour charters on Great Slave Lake has been presented in this plan. Assuming the physical plant is sound and the carrying capacity is reduced from 22 to 16, a \$30,000 retrofit allows for slightly less than \$1,900 of additional comfort and service features per passenger.

Funding applications will be required demonstrating project viability and business plan.

**\*Arts and Crafts & Information Kiosk/Outlet** - A seasonal kiosk suitable for arts and crafts - renovation or new construction - log construction with signage and interior sales display area. (320 sq. ft. x \$50) - \$16000 Funding accessed through the EDA or Economic Development and Tourism Capital Plan.

**\*Dock and Passenger Handling Facilities** - A docking and passenger facility with capacity for a refitted 16 passenger Naocha. Materials and labour should not exceed \$2500

**\*Site Infrastructure** - With a market shift to more group tours and the opportunity to package a Dogrib cultural experience while stopping over in the Yellowknife area, a site improvement budget is suggested to provide comfort, service and protection (bugs and rain). Operator to develop a business plan.

\*Satellite **Summer and Winter Tent Camp** - An island tent camp with sheltered moorage for tour boats and aircraft, capacity maximum 16 however optimum 8-10, boats, motors, traditional camp equipment. Operator to develop a business plan. \$75,000

**\*Signage, roads** - highway/community signage and roads are not considered wholly tourism capital infrastructure. A lobby to upgrade this public infrastructure to a paved road with snappy tourism signage, should be well focused, and sell the tourism features and benefits in tourism investment in the Territorial economy. The lobby should use the Northern Frontier Visitor's Association Board of Directors, local MLA and the local band.