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

**YELLOWKNIFE B BAND TOURISM
DEVELOPMENT PLAN**

T'E?EHDA/SOMBA K'e TOURISM DEVELOPMENT PLAN

February 1989
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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, more specific 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. Similarly, from the point of view of industry organizations and governments, a tourism plan is essential in order to rationalize and guide public sector product, market, human resource and operational support to operators and local communities.

Of the six (6) tourism zones in the N. W. T., four (4) have prepared tourism plans for their tourism zones and one (1) zone 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 planning process for the last 3 years. However for one reason or another, the Northern Frontier Tourism Zone has not been able to complete a tourism development plan. Because short term tourism marketing and advertising plans exist 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, June 1, 1988), this tourism planning process builds on those plans and focuses on product development.

1.2 WHAT IS A TOURISM DEVELOPMENT PLAN?

The Northern Frontier Tourism Zone Tourism Strategy provides a plan which plots the direction for tourism industry development throughout the zone for the next five (5) years, 1989-1993. NFVA'S tourism development plan is made up of seven (7) components - tourism development plans for each of the six (6) zone communities (Dettah/Rainbow Valley, Lac La Martre, Rae/Edzo, Rae Lakes, Snowdrift and Yellowknife) and a technical 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 Northern Frontier Zone.

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

- serve as an educational tool,
- stimulate tourism related activity,

- encourage the participation of community residents,
- examine and seek to minimize the negative effects of the tourism industry, and
- identify-tourism development goals, objectives, business opportunities and industry support programs.

The Dettah and Rainbow Valley Tourism Development Plan serves as guide or blueprint to Yellowknife 'B' Band members for tourism decision making over the next five (5) years. This planning document together with the overall Northern Frontier Tourism Zone Strategy:

- increases Dettah and Rainbow Valley's awareness of the tourism industry and of other zone products
- examines the current tourism environment in and around the communities of Dettah and Rainbow Valley, determines what development opportunities and industry support programs could occur in Dettah and Rainbow Valley,
- analyzes constraints and identifies impacts associated with future tourism activities and suggested development opportunities,
- articulates the Yellowknife 'B' Band's tourism development goal(s) and objectives for the next 5 years,
- lists tourism priorities for the next five (5) years as well as the costs associated with pursuing these,
- provides pre-feasibility assessments of 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.

Some tourism planning work has already been conducted in many Northern Frontier communities. This has not been the case in **Dettah** and Rainbow Valley. As part of an economic development planning process in 1984/85, **Dettah** and Rainbow Valley had identified some tourism developments. These opportunities were never formalized as part of an economic development plan ratified by the residents of the two communities. While this 1984/85 information is useful, discussions with Yellowknife B Band members provided much of the background required for the development of this tourism plan.

The tourism planning team worked closely with the Yellowknife B Band Council to develop the tourism plan for the two communities. Initially, the process for developing the community's tourism planning study was introduced to the Band Council. This was followed with meetings in each of Rainbow Valley and **Dettah**. Community discussions and research have been summarized in this document. Discussions with the Band Council, and the Economic Development Committee enabled completion of the planning process.

Tourism planning is an ongoing process which does not terminate with this planning study report. Band members involved in planning discussions are cognizant of this. Yellowknife B Band representation on the executive of the Northern Frontier Visitors' Association and the Steering Committee for this zone tourism planning process will ensure that industry development and planning is ongoing.

1.4 THE SCOPE OF THE TOURISM STRATEGY/PLAN

For economic reasons Northern Frontiers' tourism planning process buildsgned to builds on existing and available information. The planning process endeavoured to develop plans which are realistic and within the grasp of zone operators and communities, given the resources and organization available to them. Given economic and envorionmental considerations, the planning team has endeavored to reconcile the realities of the market place with needs and directions provided by zone residents. It is expected that this approach together with the involvement of industry and 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 sufficient 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 viewed as a guideline to income, costs and profitability. Persons/groups interested and responsible for 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: Technical Report") supplements the 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 DETTAH/RAINBOW VALLEY

Considerations impacting tourism development in Rainbow Valley and Dettah are market, product/facilities, human resources, organizational capabilities, local perceptions and funding/financing. This part of the community report discusses these factors and presents information and perceptions as provided by Rae Edzo residents, local tourism operators and tourism related interest groups in the community.

2.1 WHAT ARE THE MAJOR FACTORS AFFECTING THE GROWTH OF THE TOURISM INDUSTRY IN DETTAH AND RAINBOW VALLEY?

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

i) Market

Dettah and Rainbow Valley have direct access to Yellowknife, Northern Frontier, N.W.T. and domestic Canadian markets. The Yellowknife B Band is currently 'testing' the tourism market and their participation in the industry. The Band is completing its first year of a joint venture relationship with Sail North of Yellowknife in the operation of Naocha Enterprises (lake cruises, fishing, shore lunches, sightseeing). Naocha Enterprises works from a Yellowknife base. The operation serves the general touring market, both group and independent. Much of the Naocha's clientele are senior citizens. Naocha Enterprises also serves the business/ conference traveller. From time to time, Naocha Enterprises sightseeing cruises utilize the services of the Somba K'e Dene Tourist Camp. A marketing plan guides the operations of Naocha Enterprises.

The Somba K'e Dene Tourist Camp offers Dene cultural experiences and lake cruises and is in its second year of operation. The Somba K'e Dene Tourist Camp serves mainly the general touring and business/conference market. While

a relatively new business, the **Somba K'e Dene** Tourist Camp reports repeat clientele. The business also garners guests through 'word-of-mouth advertising'. It is not known whether the **Somba K'e Dene** Tourist Camp operates within the framework of a formal marketing plan.

Naocha Enterprises has sought exposure to target markets through print ads, travel/consumer shows, 'fare' tours and some printed articles. Booking services are purchased through Yellowknife based agencies. The **Somba K'e Dene** Tourist Camp works with a booking agent/in-bound tour operator based in Yellowknife. The Camp has sought exposure to target markets through 'fare' tours, print ads and printed articles. Visual media opportunities have been provided to **Somba K'e Dene** Tourist Camp. These opportunities have not, however, been pursued.

ii) Product and Facility

Dettah and Rainbow Valley are ideally situated to access the services of Yellowknife and, cultural/historical and natural resources of Great Slave Lake. The communities enjoy a distinct advantage over many facilities in the Yellowknife area as each has ease of access to the 'big lake' (Great Slave Lake). Docking facilities are however limited at Rainbow Valley. **Dettah** has recently upgraded its docking facilities to accommodate float planes and large boats.

Rainbow Valley and **Dettah** are accessible year-round by road from Yellowknife. In the winter, **Dettah** can be accessed by both an ice road across Yellowknife Bay and by an all weather road around the north shore of Great Slave Lake. The condition of the all weather road is variable.

The **Somba K'e Dene** Tourist Camp facility on Great Slave Lake's Back Bay is accessible from Yellowknife, Rainbow Valley and **Dettah** by boat (about 15-20 minutes). The camp can also be accessed by road. Road access is however extremely tenuous and requires a 4-wheel drive vehicle. The Camp operates from mid-May to mid-September.

The **Somba K'e Dene** Tourist Camp offers a traditional Dene experience. Dene food preparation demonstrations, meals of traditional/country foods, story/legend telling by Dene elders and, exposure to the lifestyle and history of the Yellowknife River/Back Bay areas are included in the experience. The facility is set up to depict a traditional Dene camp and includes drying racks, cooking area, hide preparation area, a large cook tent and numerous tipis. The Camp is located to provide access to berry picking and sightseeing on Great Slave Lake and the Yellowknife River. Under high water conditions, it is possible to access the camp with a large boat. The camp can accommodate groups of up to 40.

Naocha Enterprises operates a cruise boat from a base in **Yellowknife's** old town. The **Naocha** offers a breakfast cruise, a day cruise, and an evening cruise and meal. A small cabin shelter at 'Naocha Bay' on the north shore of Great Slave Lake near the entrance to **Yellowknife Bay** is also maintained for shore lunches and evening meals. The cruise boat can accommodate up to 20.

The communities of **Dettah** or Rainbow Valley have no retail services. While arts and crafts are produced locally, these must be purchased from the individuals themselves. Tourist information services in the communities also do not exist. A recently completed community hall in **Dettah** provides a focal point for special events, drum dances and meetings.

iii) Human Resources and Local Organization

Yellowknife B Band members are rich in traditional skills. Traditional skills are utilized by the **Somba K'e Dene Tourist Camp**. These are: making snowshoes, cleaning and tanning hides, tending the smokehouse, setting fish nets, preparing bannock and other **Dene** foods, guiding, story/legend telling, and making **Dene** art and craft items.

Many **Yellowknife B Band** members have a lengthy involvement in and/or are familiar with the tourism industry. Band members have been employed as guides in sport fishing operations on Great Bear Lake and Great Slave Lake, at sport hunting camps in the eastern boundaries of the Northern Frontier Tourism Zone and within food/accommodation establishments in **Yellowknife**. Within **Dettah** and Rainbow Valley's labour force, there are an estimated 20-30 skilled guides, housekeeping staff and cooks. There are however only 5 Level 1 registered guides.

The **Dettah/Rainbow Valley** labour force has demonstrated a mobility which is somewhat uncharacteristic of other Dogrib communities. Band members have travelled to such distant points as Nanisivik and Polaris (mining operations) to glean employment.

Although combined **Dettah/Rainbow Valley** labour force data is not documented in census bulletins, labour force activities of **Dettah Village** are provided. The 1986 census identifies a **Dettah Village** population of 95 over the age of 15 years with a labour force of 40. The 1986 labour force participation rate was 42% while the unemployment rate was 50%. Comparing 1984 and 1986 Census and Labour Force Data, **Dettah's** labour force participation declined from 47% to 42% while the unemployment rate increased from 48% to 50%.

Despite diverse work experiences and proximity to **Yellowknife**, unemployment among Band members is high. Like other northern communities, Band members wish to participate in community based economic development ventures. There is however no formal economic development direction/plan to encourage such ventures.

The **Yellowknife B Band Council** and its Economic Development Committee are the only formal structures established to encourage the organization and development of the tourism industry. The Band has however incorporated a company for the purposes of its joint ownership in **Naocha Enterprises**. The Band is also a member of the **Dogrib Tribal Council** and that Council's development corporation, **Dogrib Nations Holdings**.

2.2 THE OUTSTANDING FEATURES OF THE LAND AND PEOPLE AFFECTING TOURISM DEVELOPMENT IN DETTAH AND RAINBOW VALLEY

i) Viewing

Dettah and Rainbow Valley have access to a number of cultural/ historic sites located on the north shores of Great Slave Lake in proximity to the two communities. These sites have historic significance to the establishment of **Yellowknife** and **Dettah** and/or have cultural significance to the Dene. The most popular sites are: Chief Akaitcho's burial spot, **Burwash**, Gros Cap, Old Fort Providence, the old Mink Farm and, the Wool Bay fish plant. The Dene/Metis Negotiating Secretariat has identified many other historic sites through its land selection process. The G. N.W.T. has also expressed interest in working with **NFVA/communities** to develop cultural/historic sites. This would be done through the G. N. W.T.'s capital infrastructure development process. These historic/cultural sites could be developed to become the focus of short duration viewing trips by boat. Currently, there are 5 **Yellowknife** operators providing bus or boat tours in the **Yellowknife** area, **Yellowknife Bay** and surrounding area. None of these operators offer an historic tour experience focusing on Great Slave Lake's local points of interest.

ii) Fishing

Fishing opportunities available to **Yellowknife, Dettah** and Rainbow Valley visitors which are accessible by road or by foot are limited.

Dettah and Rainbow Valley have direct access to Great Slave Lake's rich fish resources - lake trout, northern pike, Arctic **grayling**, walleye (pickerel) and whitefish. While commercial fishing occurs in most locations on the lake, it is

prohibited in Yellowknife Bay, the North Arm, the East Arm and areas around Hay River and Fort Resolution. Commercial use restrictions minimize conflict with sport and domestic fisheries. There is some concern for possible conflicts between the commercial fishing and sport fishing industries as tourism activities move closer to Wool Bay.

There are 2 Yellowknife based operators offering day or extended trips on Great Slave Lake. These operators provide Arctic **grayling**, lake trout and northern pike fishing opportunities. Short duration guided fishing trips on Great Slave Lake hold some potential for Dettah and Rainbow Valley.

iii) Hunting

Dettah and Rainbow Valley residents harvest barrenground caribou throughout their traditional land uses areas. The **Bathurst** caribou herd winters near **Yellowknife** and are hunted in the fall before the rut when animals are in peak condition or in the early winter when travel is easier and handling in the field is not hampered by flies and warm temperatures. 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 is also a class B outfitting allocation of caribou to HTA's for general hunting licence holders.

Quotas have been established for the bison of the Mackenzie Bison Sanctuary between Rae/Edzo and Fort Providence. 16 tags have been distributed to the Fort Providence Band, 12 to the communities of the Dogrib Tribal Council and, 12 to residents hunters through a lottery system. Fort Providence has secured first option for outfitting opportunities within the Sanctuary.

iv) Adventure Travel

The traditional lands of the Yellowknife B Band have an extensive network of trapping, hunting and **snowmobiling** trails. These routes are generally accessed from Great Slave Lake and the **Ingraham Trail**. These trails hold potential for hiking in summer and cross country skiing, **snowmobiling** and dogsledding in winter. The Duck Lake Trail is an example of these trails.

The traditional lands of the Yellowknife B Band are resource rich with bird and plant life typical of the Precambrian Shield area. Bald eagles, ducks, geese, and a range of small raptors occupy many of the sub-islands at the mouth of **Yellowknife Bay**. One set of islands, the West Mirage Islands is a designated **IBP** site and is a **favourite** among adventure travelers.

Members of the **Yellowknife B Band** maintain strong ties to their cultural heritage and a traditional bond to their homeland and Great Slave Lake. The **Somba K'e Dene** Tourist Camp offers an opportunity to observe/learn/experience the culture and the traditions of the Dogrib **Dene**.

2.3 **DETTAH AN-D RAINBOW VALLEY'S TOURISM FACILITIES, PRODUCTS AND CAPABILITIES**

This section identifies strengths and weaknesses in **Dettah** and Rainbow Valley's resources, infrastructure and overall capabilities to support and deliver tourism products. Community and Northern Frontier Zone tourism operations, features and infrastructure are located on the community map figure 1 and Northern Frontier Zone map figure 2 in Appendix A-1.

i) **Products and Tourism Facilities**

Lack of commercial infrastructure in each of **Dettah** and Rainbow Valley is prohibitive to the development of a focused tourism industry and therefore, the ability of the tourist to spend money. The opportunity exists in **Dettah** to develop a gas bar and, arts and crafts/variety store. In Rainbow Valley, a recently drafted community plan (summer 1988) indicates space for retail facilities and a marina.

The proposed Rainbow Valley marina addresses major infrastructure deficiencies identified in the city of **Yellowknife** and Rainbow Valley and, offers potential to serve as a central tourism service **centre** for Rainbow Valley. Locating a marina in proximity to **Yellowknife** may potentially expand the stay of visitors to **Yellowknife** and enhance water-based tourism ventures which might be undertaken by the **Yellowknife B Band**. Such a service **centre** might house a coffee shop, concession, marine supplies and repairs, a central tourism booking office, and arts and crafts area.

There is no evidence of public tourism and parks capital expenditure in either of **Dettah** or Rainbow Valley. There is an absence of signage and public use areas. Improvements to docking facilities at **Dettah** will however provide for large boat and plane access.

The **Somba K'e Dene** Tourist Camp feels the potential exists to expand or double its current occupancy. This could be achieved through the development of a second camp facility on Great Slave Lake. Expansion of the **Somba K'e** operations would require the development of adequate docking facilities at either its existing or expanded camp operations.

The Yellowknife B Band believes that over the longer term there is potential to expand Naocha Enterprises to include 4 smaller boats for lake day tripping and/or a second cruise boat. Current upgrading of docking facilities at Dettah and the development of a marina at Rainbow Valley would enhance the potential expansion of Naocha Enterprises.

A resident of Dettah is currently developing a 15 passenger van/bus service to serve the communities of Rainbow Valley and Dettah. It is anticipated that the bus service may be utilized by the Somba K'e Dene Tourist Camp and Naocha Enterprises as well as by local residents.

ii) Human Resource Capabilities

While staff consistency is from time to time a problem, the Somba K'e Dene Tourism Camp cites little difficulty retaining personnel with traditional skills and knowledge applicable to the product offered. The operator retains a skilled pool of bi-lingual elders who can recount the history of Dettah, Rainbow Valley, the Yellowknife River area and the early history of Yellowknife from a Dene perspective. Staff and management of the Somba K'e operations are seen as good role/industry models to other potential tourism operators in the two communities.

Naocha Enterprises has experienced problems securing and retaining skilled personnel. While the management of the operation has "trainer capabilities", reliability among younger staff has posed problems. Band members say that while there are skilled individuals in the community, performance is consistently higher in the bush than with jobs that are community/in-town based. Encouraging greater participation of local women in the labour force is posed as a possible solution to current human resource difficulties.

Dettah and Rainbow Valley are traditional communities that have in the past accorded little effort to ensuring that all residents actively participate in community affairs. As such, the development of youth and women has been somewhat neglected. Younger leadership, the establishment of such bodies as a Youth Council and the involvement of women on Council, in business and in overall community development, expands the labour force and skills within the Band. Opportunities to develop skills and specific experience are however limited within the communities of Dettah and Rainbow Valley.

2.4 HOW DOES THE YELLOWKNIFE B BAND FEEL ABOUT TOURISM?

The Yellowknife B Band has not formally indicated (ie. through an approved economic development plan) that tourism is a priority economic sector.

Proximity to Yellowknife, the long standing involvement of many Band members in the well established Great Slave Lake and Great Bear Lake lodge industry and recent foray into the tourism industry (Naocha and Somba K'e Camp), indicates both the background and interest in the industry. Persons participating in this planning process certainly demonstrated a strong interest in broadening the Band's participation in the tourism sector.

Despite involvement in the tourism industry, community residents identify that business management and administrative skills are generally lacking among the Band's membership. Existing local resources in these areas are currently 'stretched' to their maximum potential.

The development of the Yellowknife B Band's economy and any sector of it, requires co-ordination and co-operation of people and financial resources and, good communications. Networking considerations are particularly important given that the Band is made up of two communities located some 25 miles apart.

The communities are interested in ensuring that facilities and personnel developed for the tourism industry can be utilized year-round. For example, some Band members suggest that summer tourism camps could be utilized for alcohol rehabilitation or young offender programs in off seasons.

Band members express concern that in the past, individual business people have had difficulty securing Band Council support in order to pursue tourism related developments. Members report that there has been a lot of talk about tourism but no action. Band members have been frustrated and say there is a need to create a mechanism to promote tourism.

Residents see this tourism planning process as providing much needed direction to the Band Council for inspiring further initiatives in the tourism industry.

Residents identify that the tourism industry in the two communities will not flourish until commercial/retail facilities are constructed; the quality of docking and road conditions are improved and information materials are made available.

In the short term, the Yellowknife B Band has a keen interest in developing tourism businesses which are water based. In the longer term, there might be interest in looking at land based operations such as a lodge.

2.5 WHO SHOULD VISIT DETTAH AND RAINBOW VALLEY?

The resources, products and activities in and around Dettah and Rainbow Valley can attract certain types of visitors. An analysis of special tourism markets is dis-

cussed in more detail in "Northern Frontier Zone Tourism Development Strategy: Technical Report". The market outlook is summarized here.

The Northern Frontier's three (3) year marketing strategy targets potential growth in travel markets. As a result of geographic proximity, target markets for **Dettah** and Rainbow Valley parallel those identified for **Yellowknife**. They are: 1) General Touring, 2) Outdoor/Adventure and, 3) Business/conference/meeting travelers. The General Touring traveller arrives on a packaged tour (ie. bus tour) or travels independently (ie. in their own vehicle). 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 activities are available in **Yellowknife** and can be expanded or enhanced by **Dettah** and Rainbow Valley.

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 will improve spending patterns among these travelers. **Dettah** and Rainbow Valley is advised to carefully assess the needs of this market segment when developing its tourism products.

The Outdoor/Adventure traveller is attracted to the Northern Frontier Zone for its sport fishing, sport hunting, naturalist/viewing activities, hiking, backpacking, boat trips and dog sledding opportunities. **Dettah** and Rainbow Valley have access to the resources necessary to attract the outdoor/ adventure traveller. Growth potential has been identified (see Northern Frontier Zone Tourism Development Strategy: Zone Strategy Report) among those outdoor/adventure travelers attracted to water and naturalist activities. Rainbow Valley and **Dettah's** interest in and access to Great Slave Lake certainly enables the communities to position themselves to attract these particular outdoor/adventure travelers.

With the headquarters of the Territorial Government and of a number of northern companies located in the Northern Frontier, the zone has traditionally attracted business/conference/meeting travelers. 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. **Naocha** Enterprises and **Somba K'e Dene** Tourism Camp have demonstrated an ability to attract these travelers through short duration, unique/special interest activities.

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: 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 Dettah and Rainbow Valley. It is noted however that funding sources identified in Appendix A-2 are subject to change pending client demand and changes in the political environment. In particular, EDA funding should be viewed as a short term measure.

Assistance available to Dettah and Rainbow Valley's tourism industry is substantial and is expected to remain strong for the next five years. Assistance is available for:

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

The Yellowknife B Band'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 resource support. While the Yellowknife B Band Council has in the past experienced difficulty securing funding support, staff report that the B Band is now beginning to re-establish credibility with funding agencies. The Band's joint ownership of Naocha Enterprises and its involvement in a range of new construction and planning initiatives certainly suggest that this is the case.

To facilitate access to financial resources and a need to address human resource, business and organizational development needs in the two communities, it is the desire of the Band to secure the services of an economic co-ordinator/facilitator. The Band is currently investigating mechanisms by which this might be achieved.

The Yellowknife B Band should be required to stay abreast of changes in funding programs. This can be achieved through establishing good working relationships with the Dept. of Economic Development & Tourism's North Slave Regional office (AEDO and RTO based in Rae), through consistent participation

in the Northern Frontier Tourism Association and, through ongoing communications and tourism development planning at the community level.

At this time, the Band Council and its Economic Development Committee share responsibility for monitoring/liasing with various Government agencies which might be available to support the community's tourism interests. The Council and Committee are also responsible for ensuring ongoing discussion at the community level.

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

This section summarizes the key features which should be reflected in a tourism plan for Rainbow Valley and Dettah. The Yellowknife B Band is currently 'testing' the tourism market and their participation in the industry. While economic development is an overall priority with the Band, specific **sectoral** priorities have not been identified. Various residents have however identified tourism as holding great potential for the Band and have pursued involvement in the industry. Certainly the Band's joint ownership of Naocha Enterprises demonstrates an interest at that level.

This tourism planning process helped raise awareness and many of the issues associated with tourism development in Dettah and Rainbow Valley. Continued discussion toward the resolution of these concerns is required. The planning process identified the following elements which will establish and/or re-affirm the Yellowknife B Band's interest in the tourism sector:

1. A commitment to the tourism industry is required if the Band or its members are going to succeed in it. Commitment evolves from participation.

Participation in the industry will increase if tourism is perceived as interesting and rewarding and B Band members will be encouraged to enter and stay involved in tourism. To stimulate interest, the Band in conjunction with operators and the Northern Frontier Visitors' Association can take steps to increase understanding and involvement in the industry. To increase rewards, a more global effort is required to elevate the profile of industry professions and equity in wages and benefits (ie. with other northern industries).

2. Community and service infrastructure within Dettah and Rainbow Valley is either marginal or non-existent. Infrastructure developed for the tourism industry improves services and facilities available to residents. The linkages between the development of community services and development to promote tourism and

the expenditure of tourism dollars in the communities need to be better understood at the community level.

3. The **Yellowknife B Band** is unique in that its membership is spread over two communities located some 25 miles apart. The challenge exists to ensure that both communities have the opportunity to participate in and derive benefits from tourism development. Further, potential tourism operators seeking to link the products and resources of the two communities must attend to special communications and co-ordination issues. Communications systems for networking among tourism services and products will be required. Good communications systems between tourism products/services will enable efficiency and improved control of product quality.

4. The tourism industry is developing in **Dettah** and Rainbow Valley. Band members recognize that if it is to continue to develop, co-operation with NFVA and other operators in the zone is essential. Band members believe that co-operation and communications throughout the zone should be stressed in any tourism development plan.

5. **Yellowknife B Band** members express a need to utilize and develop **Dettah** and Rainbow Valley's human resources. While there some basic industry skills do exist in the communities, business development and management skills are limited. There is a need to ensure that these skills are developed in concert with the development of tourism products.

6. The planning process identified five (5) basic functions of tourism business: marketing and booking; expediting; staffing; public relations and licencing; and management and administration. These functions are often filled by the tourism operator him/herself. Given skill deficiencies in the human resources of **Dettah** and Rainbow Valley in many of these areas, the success of the industry may depend on contracted services. To ensure consistency, co-ordination and training opportunities, Band members identify a requirement for a central business support agency to serve the communities of **Dettah** and Rainbow Valley.

3. DETTAH AND RAINBOW VALLEY'S TOURISM DEVELOPMENT PLAN

The **Dettah/Rainbow Valley Tourism Development Plan** for 1989-1993 responds to tourism markets, the environment and resources of the **Yellowknife B Band** and, to an overall 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 Strateav: Technical Repoff", this community tourism plan recognizes the overall zone tourism theme - "share the frontier spirit".

The Dettah/Rainbow Valley 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 **Dettah** and Rainbow Valley for the next five (5) years was articulated by residents involved in the tourism industry, those residents particularly interested in pursuing a business or career in the tourism industry and by the Band Council. The overall goal of this five year tourism development plan is "a framework for controlling and maximizing the benefits from tourism development in and around the communities of **Dettah** and Rainbow Valley".

To achieve this goal, the Yellowknife B Band and the planning team have identified the following specific tourism industry objectives:

- To pursue slow, steady growth in the tourism industry by building on existing tourism products and services and the potential of the communities as tourism destinations;
- To improve industry co-operation, communications, and commitment locally and throughout the zone;
- To develop infrastructure and attractions within and surrounding the communities;
- To develop human resource and organizational support for the tourism industry.

These objectives and thus, the overall goal of tourism development in **Dettah** and Rainbow Valley 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 **Dettah** and Rainbow Valley. As a basis for discussion, opportunities identified in previous studies were used. Given that no formal tourism or economic development

studies have been done in Dettah and Rainbow Valley, a list of opportunities identified over the past 8 years for the Yellowknife area were used in Dettah/Rainbow Valley planning sessions (see Appendix C-1). Preliminary criteria for evaluating these opportunities and programs (see Appendix C-1) were also used as a guideline for discussion.

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

Attractions/Tours/Events

***Expansion of Naocha Enterprises**

-boat rentals

-expansion of the cruise fleet

to meet the need for new and expanded sightseeing and adventure travel boat tours on Great Slave Lake

***Expansion of the Somba K'e Dene Tourism Camp**

-development of second camp (ie. Great Slave Lake)

-development of shoulder season activities such as dog team trips

***Historical and Local Interest** tour day trips -including such sites as Burwash, Gros Gap, Wool Bay, Chief Akaitcho's burial site, etc.

***Track vehicle tours**

***Full service lodge** with sport fishing, hunting Or naturalist opportunities: Al-

though the Band had been contacted regarding lodge interest, the initial reaction was to maintain a community based approach to tourism development. The approach has since changed with the impending acquisition of a lodge.

Industry Support Programs

***Development of a Marina and Tourism Service Centre**

-as a central staging point for selling the Band's tourism products

***Tourism Sector Professional Services**

-central support/agency (ie. booking, bookkeeping and marketing)

***Business Infrastructure**

-receptive operator

- bus service/water taxi
- arts and crafts store
- concession/gas bar

*Interpretive information programs

- Catalogue of the arts and crafts and/or the artisans of Dettah and Rainbow Valley
- Book interpretation of historic sites
- Written community history and information program
- Audio-video tapes of elders recounting legends, history
- Identification and assessment of historic sites

*Human resource development programs

- Community-based Level 1 and 2 Guide Training Programs
- Industry awareness programs to stimulate interest
- Small business development and management training
- Facility managers (ie. Somba K'e Dene Tourism Camp)

*Group insurance for all Yellowknife B Band tourism businesses

*Communications systems linking tourism businesses especially transportation businesses with other products (ie. two way radios)

*Advertising in co-operation with NFVA

Industry Organization and Resource Management

- Economic development and tourism co-ordination structure (ie. Economic Development and Tourism Implementor)

- Industry awareness programs to stimulate interest

Infrastructure

*Development of historic sites

*Signage programs

*Lobbying **effort** to upgrade public infrastructure such as dock and 'oads

*Traditional camp upgrade and **sattelite** summer and winter camp

*Dock **and** passenger handling facilities

*Arts and crafts and information kiosk

*Tour boat

Those opportunities and programs most suited to the goals and objectives identified by the Yellowknife B Band, which recognize the constraints associated with tourism development in Dettah and Rainbow Valley and, which in the judgement of the planning team and the residents of Dettah and Rainbow Valley required further study are assessed in Appendix C-2 and summarized in Table 1. Development opportunities and programs in Table 1 will be prioritized to form the basis for the implementation plan.

Table 1: Summary Draft Tourism Plan Yellowknife B Band

Program Title	Agency/Timeframe	Capital Costs	Benefits
ATTRACTIONS TOURS EVENTS			
Short Duration Great Slave Lake Scheduled and Charter Boat Tours	Naocha Enterprises Ltd. or other company with business track record & equity of 10% of capital costs. Planning Yr. 1/Implementation Yr. 2	Tour Boat (see infrastructure) requires feasibility study and business plan	Break Even 3761 trips or \$150,427 gross Employment -3 full time seasonal positions- minor water master, steward, and dechand/engineer; Labour Income: 9% of gross + year round caretaker salary
Longer Duration Great Slave Lake Historic Boat tours	Naocha Enterprises Ltd. or other company with business track record & equity of 10% of capital costs.Planning Yr. 1/implementation Yr. 2	Tour Boat Refit (see infrastructure) re- quires business plan & feasibility	Break Even @ 766 trips, or gross \$75,834 Employment -2 full time seasonal- minor water master and deckhand Labour Income - 20% of Gross
Learn/Observe/Ex- -perience Dogrib Cultural Sightseeing - Packages	Somba K e Dene Camp or company with equity of 10% capital cost and business track record. Planning Yr. 1/implementation Yr. 2	Traditional camp improvement and upgrade (see infrastructure) requires busi- ness plan	Break Even -2341 person trips, or gross \$93,632; Employment -1 full time host/interpreter 1 traditional style cook, 5 part time event workers; Labour income - 16.5% of Gross
Learn/Observe/Ex- -perience Dogrib Cultural Advent- -ure Travel Pack- -ages	Somba K e Dene Camp or company with equity of 10% capital cost and business track record. Planning Yr. 2/Impfementation Yr. 3-5	Sattelite camp located on GSL (see in- -frastructure) requires business plan and feasibility study	Break Even 198 trips, or gross \$31,680 Employment -4 part time seasonal guides and camp operator; Labour Income 13% of gross

Program Title	Agency /Timeframe	Capital Costs	Benefits
INDUSTRY SUPPORT PROGRAMS			
Guide Training	Economic Development Coordinator/ Regional Tourism Officer, Tourism Needs Board; Identification of training candidates annually , goal to train a minimum of 10 guides	Training costs subsidized by CEIC	Community will have a labour pool of trained guides from which to develop ongoing tourism packages.
Hospitality Training	Economic Development Coordinator, Regional Tourism Officer & N. F. V. A.. Identification of training candidates annually.	A needs assessment will determine ongoing requirements and costs. A labour pool of a minimum 6-10 new positions will be created by the tourism plan	Community will have a labour pool of trained service industry workers from which to deliver ongoing tourism packages.
Marketing Seminars	Operators & Economic Development coordinator can benefit by having their name on a contact list with TIA marketing coordinator.	Costs for marketing seminars are generally absorbed by the Travel Industry Association.	Operators in the community expressed an interest in marketing their own products. Periodic participation in seminars would certainly be benefit this end.
Minor Water Master	Operator to contact Pacific Marine Training Institute in Vancouver. Course length is approximately 3 months.	Wage reimbursement & travel assistance cost sharing programs between Canada Employment and operator are available. The plan calls for two employees with this professional designation.	Certified personnel will lend credibility to the tour and a sense of security in the marketplace. The training investment and competitive wage benefits should pay long term dividends in attracting and maintaining a local labour force.
Business Training	Operators to contact FBDB, Arctic College or the City of Yellowknife. Identification of training candidates annually.	Cost sharing programs can be arranged between the operator, C.E.C. and GNWT.	Development of business will improve community capability of controlling its own tourism development.

Program Title	Agency/Timeframe	Capital Costs	Benefits
Communication Network	This could be a good business opportunity for a local contractor willing to expedite and invest equity in the equipment.	High powered transmitters/receivers \$4000-\$5000. Lower powered units @ \$2000. Funding secured through EDA or SARDA.	An expediter/communication centre would compliment an existing business such as a bus or taxi service and provide a much needed support mechanism for growth within the local tourism economy.
Historical Interpretive Program /interpretive Training	Economic Development Coordinator and Band Council in conjunction with Prince of Wales Heritage Centre. Funding may be sourced from EDA. Interpretive training should be targeted at operators and tour guides. Tour operators and guides dealing with cultural tourism products should understand the relevance of an interpretive program to their market and effective delivery mechanisms.	Terms of reference and budget information can be accessed through the Prince of Wales Heritage Centre. The Centre can be approached regarding interpretive tour training.	A polished historical interpretive program and delivery will improve the cultural tourism product and should generate long term improvements in the market. A deeper appreciation of the Dogrib Culture and Tradition can be extended beyond the Western Arctic to non-NWT pleasure travelers.
Community Information Program	economic Development Coordinator NFVA, Community Operators, & Economic Development and Tourism	Full Colour Community Brochure - community share - \$1600 - \$3000 Community Portable Info. Display - community share -\$1400-\$3500 Community Arts & Crafts Brochure- B&W with rate card community share \$700 - \$1000	The information program will benefit the promotion of the community as a tour destination for adventure travel & general touring market segments, while the arts and crafts will provide an additional lure and provide spin-offs to those in the arts and crafts industry.

Program Title	Agency/Timeframe	Capital Costs	Benefits
<p>Signage, Roads Upgrade & Improvement</p>	<p>The Chief & Council/Band Manager and NFVA to lobby DPW Highways, Ec. Dev. & Tourism& MIAs</p>		<p>Improved year round access and signage would make the community a more desirable tour destination for the "rubber tire" market. The lobby would be most effective selling the costs & benefits of improved access from a tourism perspective. A lobby could be started after the tourism plan is "up & running" and it can be demonstrated that Dettah is actively pursuing a community based tourism industry.</p>
<p>INDUSTRY ORGANIZATION AND RESOURCE MANAGEMENT</p>			
<p>Tourism Awareness</p>	<p>Economic Development Coordinator to contact NFVA Zone Manager, and/or Regional Tourism Officer re: scheduling annual program. The Coordinator could ensure that student counselors in Y.K. area schools know B Band students and are aware of B Band tourism industry goals and objectives.</p>		<p>Improved industry awareness focussing on features of the industry will help sell local residents on the benefits of careers in the tourism industry.</p>

Program Title	Agency/Timeframe	Capital Cost	Benefits
Economic Development Coordinator	Band Council and manager to apply to Indian Affairs Economic Development. Application requires an activities plan and assistance can be provided by the North Slave Region Business Office Year 1	2 year term	The community will receive assistance in implementing its own tourism plan and have a greater capability of controlling its own tourism development.
TOURISM FACILITIES AND INFRASTRUCTURE			
Traditional Camp Upgrade	Camp Operator to develop a business plan showing how expansion would improve marketability and profitability of the existing operation. Equity \$ from Indian Affairs and capital improvements EDA @ 30% . Contact North Slave Regional Office & Indian Affairs, Economic Dev. Prog. for assistance.	\$40,000	Will provide a sheltered cultural display area for sightseeing groups and help to extract more tourism dollars from incoming group tours & itinerant general touring travelers.
Sattelite Summer and Winter Tent Camp	Camp operator to develop a business plan demonstrating how the camp could fit into existing and planned community tourism markets. The Economic Development Coordinator, North Slave Regional Office would assist in developing the concept, while funding could be accessed through SARDA replacement and Indian Affairs Economic Development Program.	\$75,000	The sattelite camp concept would provide jobs for local people and could be a multi purpose camp suitable for trapping and fishing or on-the-land training programs during the slower shoulder tourism seasons.

Program Title	Agency/Timeframe	Capital Cost	Benefits
Dock and Passenger Handling Facilities	Economic Development Coordinator/Band	\$2500	Tour boat and “seniors” passenger access to traditional Dogrib camp sites such as Wool Bay Village or similar satellite camp.
Arts, Crafts & Information Kiosk	Band/Economic Development Coordinator with funding application to the EDA Arts and Crafts sub agreement.	\$16,000	Would be an attraction to tourism markets and a benefit to the community arts and crafts producers.
Tour Boat	Local tour boat operator/Naocha Enterprises funding assistance for feasibility and investment via EDA.	\$210,000	Would expand the product to meet the demands of a growing group tour market and create new career opportunities.
Tour Boat Refit	Local tour boat operator/Naocha Enterprises Ltd. or local entrepreneur with business track record/investment capacity. Capital funding assistance and feasibility/business plan via EDA.	\$30,000	Would expand the tour product capability of the community to compete for a market share of the adventure travel/culture and sport fishing market. New career opportunities would result.

3.3 WHAT WILL BE THE IMPACT OF TOURISM DEVELOPMENT IN DETTAH AND RAINBOW VALLEY?

The impact of tourism development over the next five years can have economic, social and political significance for Rainbow Valley and Dettah.

Economic:

- More seasonal jobs;
- The potential to raise the value of wages and benefits for tourism products, thereby strengthening the competitiveness of our tourism industry for human resources with mining, forestry and government sectors of the economy;
- Spin-off benefits will result in other sectors of the local economy such as transportation, arts and crafts with growth in tourism;
- Improved sightseeing and cultural tourism activities have the potential to benefit Zone and Yellowknife markets by contributing more component product options for packaging.

Socio/Cultural:

- The development of Yellowknife B Band cultural tourism will extend an appreciation of the Dogrib culture and traditions in northern and southern markets;
- The proposal for a historical assessment and production of interpretive materials will extend the base of recorded history for the community;
- The development and implementation of adventure travel packages will allow local trappers and domestic fishing families to continue with these activities and generate additional income.

Political:

- The plan maybe used as a lever to secure an economic coordinator term position from Indian Affairs;
- With improved product development, and potential for greater responsibility centralized with the Band, the spin-off will be more participation in the control of the Yellowknife B Band tourism industry.

4. DETTAH AND RAINBOW VALLEY TOURISM IMPLEMENTATION PLAN 1989-1993

4.1 Why is the Tourism Development Plan Implementation Important?

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

- improved cooperation, commitment and communications;
- a better level of services including, trained and professional tourism personnel and improved community tourism infrastructure;
- more tourism shoulder season activities;
- a greater focus of activities and information for the general touring market.
- and a "bottom line" of improved market penetration for the Dettah and Rainbow Valley 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 Rainbow Valley and Dettah 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 Rainbow Valley and Dettah 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 Rainbow Valley and Dettah?

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 The B Band may have already been made. The Band Economic Development Committee has been active throughout and should leadership evolve from this group it will be the logical coordinating function.

Partner Identification

- Implementation partners should include but not be limited to **Somba** k e camp, **Naocha** Enterprises, B 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
YELLOWKNIFE/DET. TAH

Figure 1

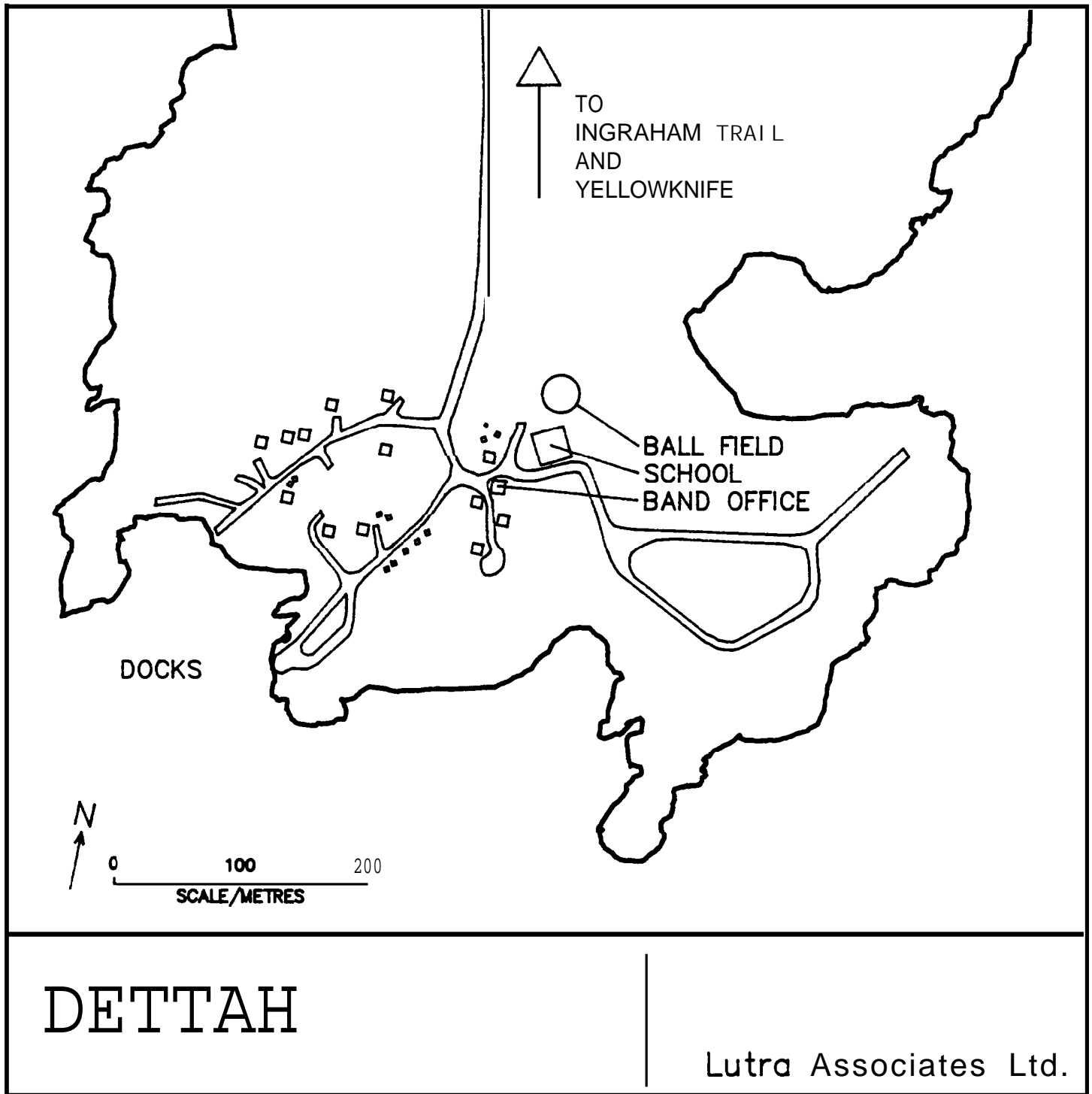


Figure 1

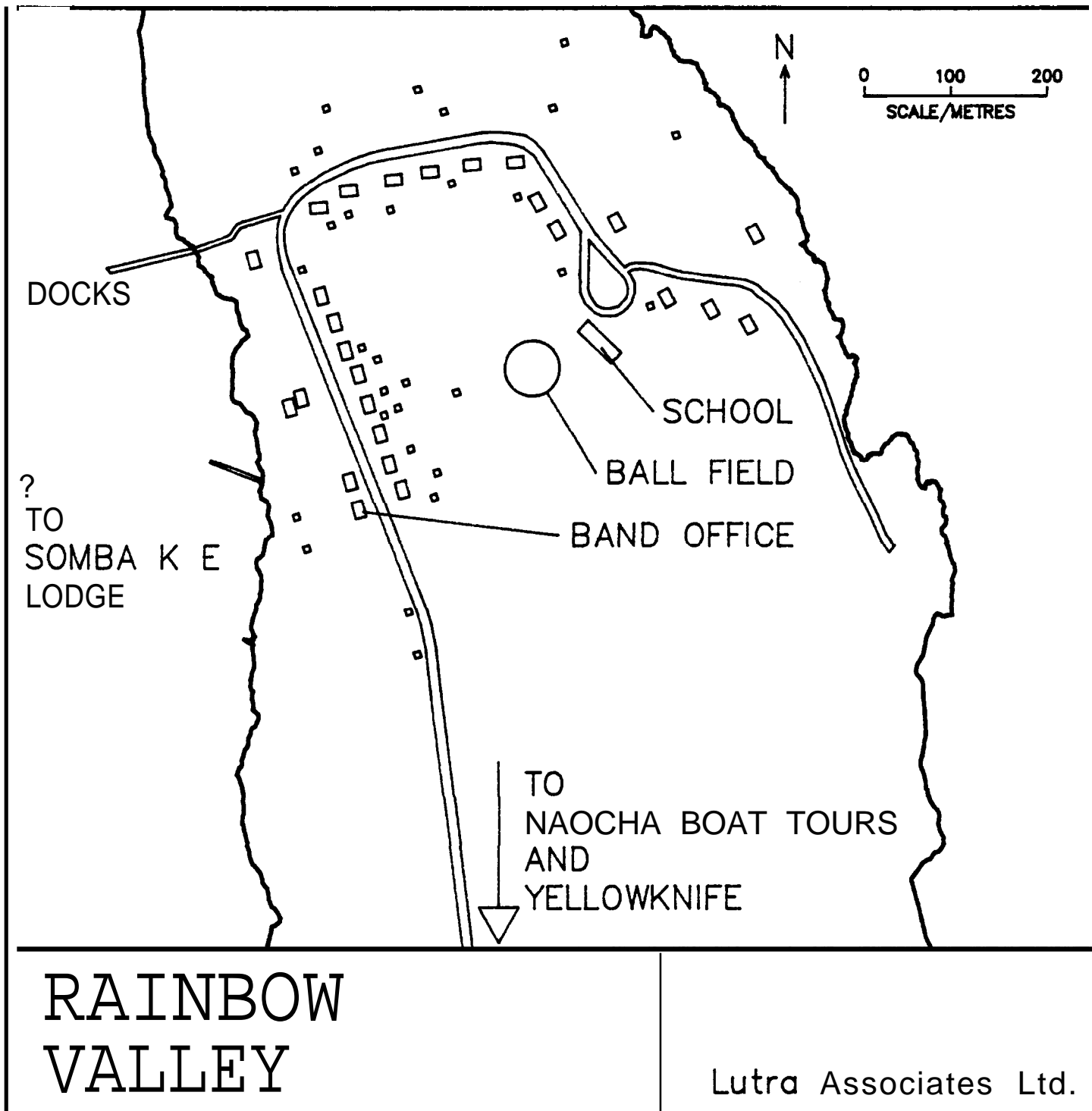


Figure 2

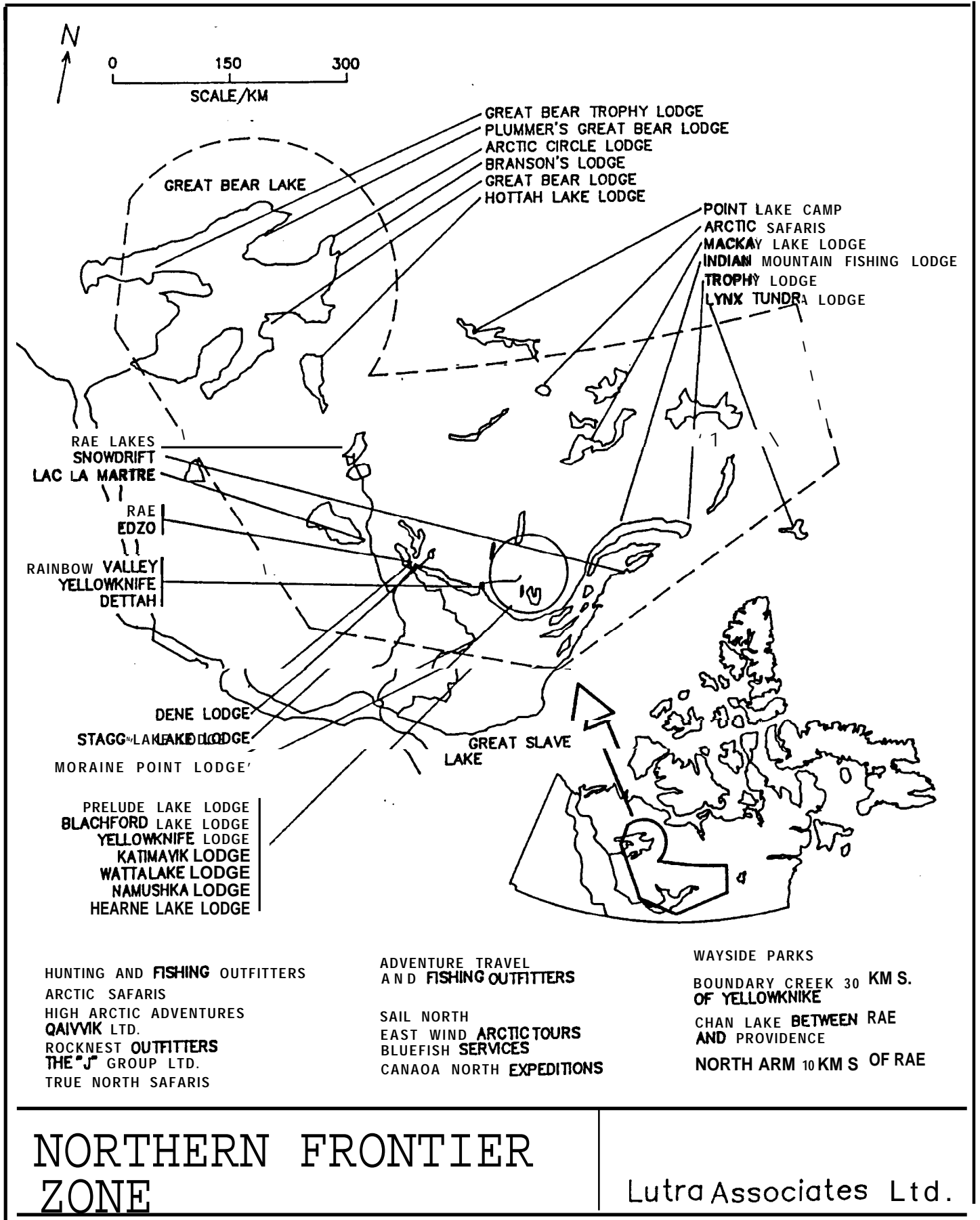
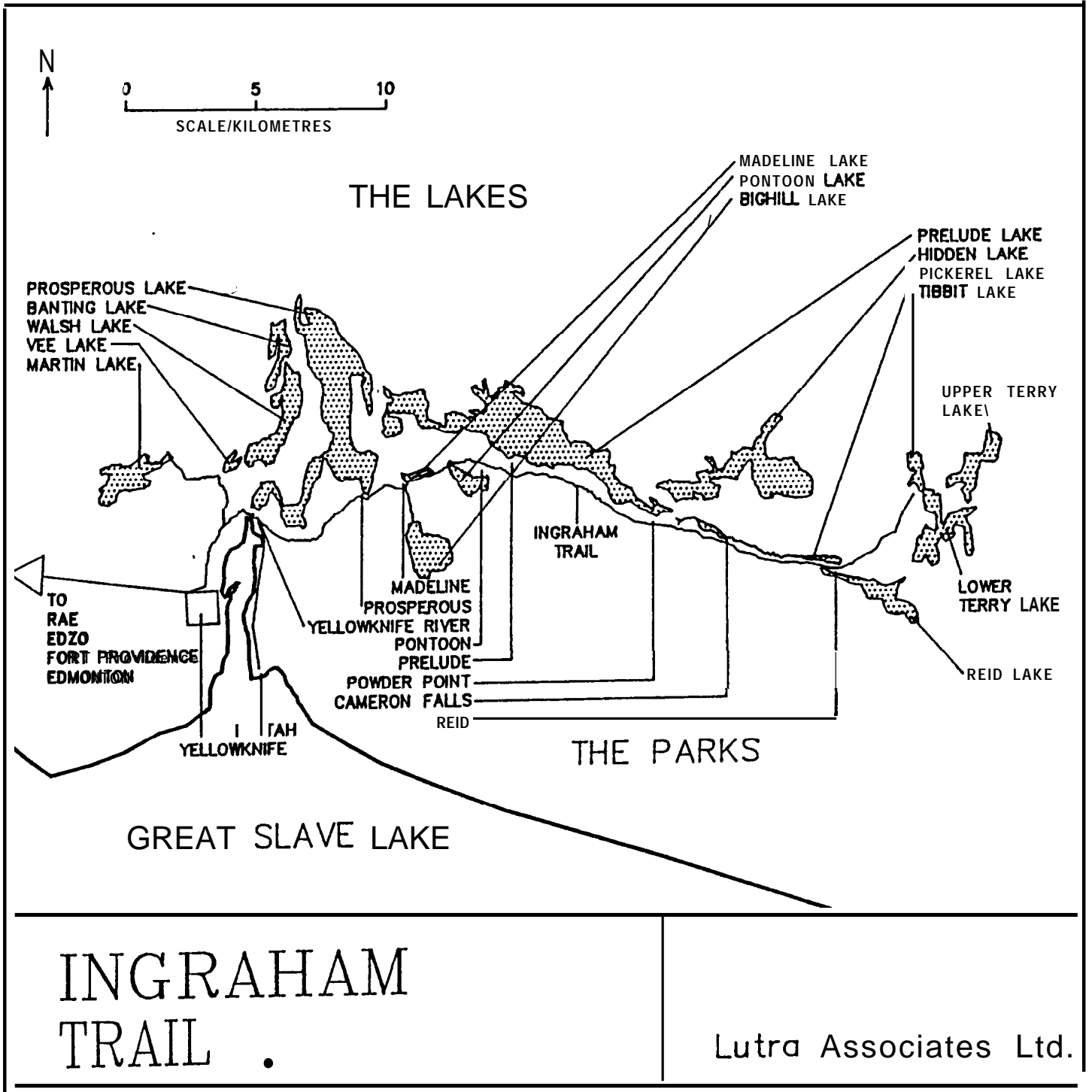


Figure 2



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INVENTORY OF LODGES, 1988.

** Yellowknife

Name: Blachford Lake Lodge
Location: Blachford, Grace &
Long Lakes
Accessed From: Yellowknife
Season: June-Sept.
Capacity: 10 (3 cabins)

Activities: Fishing, skiing, ice
fishing snows hoeing, conferences.
Fish: Lake Trout, Northern Pike,
Arctic Grayling, Walleye, Whitefish
Facilities: Boats, motors, life
jackets, ice house, Sduna. Guests
provide food, tackle, sleeping
bags.

Name: Katimavik Lodge
Location: Gordon Lake
Accessed From: Yellowknife
Season:
Capacity: 12 (4 cabins)

Activities: Fishing, birdwatching,
conferences.
Fish: Lake Trout, Northern Pike,
Whitefish
Facilities: Showers, licenced
dining, guides, boats, freezers,
souvenirs, tackle.

Name: Lynx Tundra Lodge
Location: Lynx Lake
Accessed From: Yellowknife
Season: June - mid Sept.
Capacity: 12

Activities: Fishing, hiking,
naturalist and historical tours.
Fish: Lake Trout, Arctic Grayling,
Arctic Char, Northern Pike
Facilities: Showers, maid service,
boats, motors, guides.

Name: Mac Kay Lake Lodge
Location: Mac Kay Lake
Accessed From: Yellowknife
Season: July 1 - Sept. 30
Capacity: 12 (5 cabins)

Activities: Fishing, wildlife
observations, hunting.
Fish: Lake Trout, Northern Pike
Facilities: Showers, boats, motors,
tackle, freezers. Guests provide
food and sleeping bags.

Name: Moraine Point Lodge
Location: Great Slave Lake
Accessed From: Yellowknife /
Hay R.
Season: Year-round
Capacity: 15

Activities: Fishing, hiking,
skiing, kayaking, dog sledding,
wildlife (bison) obsv.
Fish: Lake Trout
Facilities: All inclusive -- indoor
plumbing, kayaks, canoes,
snowshoes, skis, snowshoes, guides.

Name: Prelude Lake Lodge
Location: Prelude Lake
Accessed From: Yellowknife
Season: May 15 - Sept. 30
Capacity: 15

Activities: Fishing, conferences
Fish: Lake Trout, Walleye, Northern
Pike, Whitefish
Facilities: House keeping cabins,
boats, safety equipment, tackle,
store, cafe, licensed dining,
banquet facilities

Name: Trophy Lodge
Location: Great Slave Lake
(East Arm)
Accessed From: Yellowknife
Season: Late June- Sept.
Capacity: 16 (4 cabins)

Activities: Fishing
Fish: Lake Trout, Arctic Grayling,
Northern Pike
Facilities: Housekeeping cabins
with showers.

Name : Watta Lake Lodge
Location : Watta Lake
Accessed From: Yellowknife
Season : June 10-Sept. 15
Capacity : 12(6-10om S)

Activities : Fishing , naturalist
tours .
Fish : Lake Trout , Arctic Grayling ,
Whitefish . Northern Pike
Facilities : Private bath , lounge ,
guides , boat 5, motor 5, dining .
freezers .

Name: Yellowknife Lodge
Location: Duncan & Graham
Lakes
Accessed From: Yellowknife
Season: June - Sept.
Capacity: 12

Activities : Fishing
Fish : Lake Trout , Arctic Grayling ,
Whitefish , Northern Pike
Facilities : Plumbing , dining ,
licensed bar , confectionary,
freezer , guides .

Name: Namushka Lodge
Location: Harding Lake
Accessed From: Yellowknife
Season: June - Sept.
Capacity: 12

Activities : Fishing , ruckhoarding ,
bird watching .
Fish : Lake Trout , Walleye ,
Whitefish , Northern Pike
Facilities : Cooking facilities ,
bath , showers , boats , motors ,
freezer .

Name : Hearne Lake Lodge
Location : Hearne Lake
Accessed From: Yellowknife
Season : June - Sept .
Capacity : 8

Activities : Fishing
Fish : Lake Trout , Arctic Grayling ,
Northern Pike
Facilities : Cooking facilities ,
bath , showers , boats , motors ,
freezer .

Name : Point Lake Camp
Location : Point Lake
Accessed From: Yellowknife
Season : Aug . - Sept .
Capacity : 8

Activities : Fishing , sport hunting
Fish : Lake Trout
Facilities : Tent camp .

Name : Arctic Safaris
Location : Obstruction Rapids ,
Grady Lake , Lake Providence
Accessed From : Yellowknife
Season : Aug . - Sept .
Capacity : 34

Activities : Fishing , sport hunting
Fish : Lake Trout
Facilities : Tent camp

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Name	Capacity	Facilities
** Yellowknife Discovery Inn	82 (42 rooms)	Private bath, conference facilities licenced restaurant, lounge, cable T.v. , phone . dir" conditioning.
Explorer Hotel	220 (110 rooms)	Private bath, convent ions / banquets (max 400) , lic enc ed dining , lounge , cafe . gift shop, cable T.V. , phone, executive suites , courtesy van .
Gold Range Hotel	7.2 (42 rooms)	18 rooms with private bath. Phone , T . V. , banquets (max. 40) .
Northern Lights Motel	29 (20 rooms)	Private bath , T . V. , parking with plug - ins , complementary tea and coffee .
Twin Pine Motor Inn	100 (44 rooms)	Private bath , breakfast service , kitchenettes , phone , T.V. , conferences .
Yellowknife Inn	300(150 rooms)	Private bath, phone , T . V. , radio, ice , shops , cafe , lounge , tavern , licenced dining , banquets , conferences .
YWCA	33	co-ed furnished bachelor apartments, radio. Hostel accommodation.
Bdrb Bromely	2 (1 room)	Bed & breakfast accommodation. Private 1/2 bath, radio, phone , continental break fast. Year - round.

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

	Capac i t y	Type of Es t ab l i shmen t
** Yellowknife Millie's Hoist Room	72	D i n i n g L o u n g e
Mackenzie Dining Room (Yellowknife Inn)	30	F a m i l y D i n i n g
The Office Lounge	130	D i n i n g L o u n g e
Our Place Dining Lounge	120	D i n i n g L o u n g e
Papa's Hideaway Dining Lounge	48	D i n i n g L o u n g e
Airporter Restaurant	40	F a m i l y R e s t a u r a n t
Factor's Club (Explorer Hotel)	88	F a m i l y D i n i n g
Treeline Cafe (Explorer Hotel)	80	F a m i l y R e s t a u r a n t
Greedy Gold City Food & Beverage Emporium	75	F a m i l y R e s t a u r a n t
Gold Range Cafe	65	F a m i l y R e s t a u r a n t
Kentucky Fried Chicken	52	F a m i l y / T a k e O u t
Lunch Box	75	F a m i l y R e s t a u r a n t
Mike Mark's Chinese Food	50	F a m i l y R e s t a u r a n t
Mr. Mike's	88	F a m i l y R e s t a u r a n t
Good Times Restaurant	110	F a m i l y R e s t a u r a n t
Papa's Restaurant	44	F a m i l y R e s t a u r a n t

Red Apple Restaurant	116	Family Restaurant
Smitty's Pancake House	130	Family Restaurant
Wildcat Cafe (Seasonal Operation)	39	Family Restaurant
Miner's Mess (Yellowknife Inn)	100	Family Restaurant
Georgio's	n/a	Take -Out
The Pizza Man	n/a	Take -Out
Save on Deli	n/a	Take -Out
Luigi's Pizza & Deli	n/d	Family Restaurant
The Split Pea	n/a	Take-Out (Lunch)
YK Bakery & Sub Shop	11/a	Take-Out
YK Pizza	70	Family / Take-Out
Prelude Lake Lodge (Seasonal Operation)	n/a	Family Restaurant
Sam's Monkey Tree	166	Family Restaurant
YK Pizza 2	n/a	Take- Out
Brownies Chicken	11/a	Take -Out
Adrian's	33	Family Dining

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

Community	Type of Licence	Capacity of Establishment
** Yellowknife		
Checkers	Cocktail Lounge	n/d
The Elk's Club	Club	140
Float Base Lounge	Cocktail Lounge	61
Gallery Pub	cocktail Lounge	200
Gold Range Tavern	Cocktail Lounge	150
Polar Bowl	Cocktail Lounge	130
R.J.'s Bar	Cocktail Lounge	200
Rec Hall Tavern	Cocktail Lounge	200
Royal Canadian Legion	Club	120
Yellowknife Golf Club	Club	n/a
50 Mansion/Right Spot	Cocktail Lounge	138
The Off Ice Lounge	Cocktail Lounge	130
Our Place	Cocktail Lounge	120
Millie's Hoist Room	Cocktail Lounge	72
Mackenzie Lounge	Cocktail Lounge	40
Factors Club	Cocktail Lounge	60
club x	Cocktail Lounge	n/a
Sam's Monkey Tree	Cocktail Lounge	n/a

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

Name of Store	Type of Merchandise
** Yellowknife	
Treeline Trappings Ltd.	Dene arts and crafts
Northern Images Ltd.	Dene/Inuit arts and crafts
Northern Impressions	Dene/Inuit arts and crafts
Trading Post	Dene/Inuit arts and crafts
Wolverine Sports	Sporting goods store
Overlander Sports	Sporting goods store
The Sportsman	Sporting goods store
Explorer Gift Shop	Souvenirs, crafts, magazines
Yellowknife Hardware Ltd.	Sporting goods
McLeod's Hardware	Sporting goods
Polar Parkas & Supplies	Parkas, crafts
The Bay	General merchandise
YK Inn Smoke Shop	Souvenirs, magazines

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

Name of Business	Type of Service
** Yellowknife	
Avis Rent-A-Car	Vehicle rental
Budget Rent-A-Car	Vehicle rental
Hertz Rent-A-Car	Vehicle rental
Tilden Rent-A-Car	Vehicle rental
N.A.R.W.A.L. Northern Adventures	Canoe rentals
Overlander Sports	Canoes, mountain bikes, skis
Prelude Lake Lodge	Boat rentals
Sail North	Boat rentals
The Sportsman	Canoe rentals
Yellowknife Trading Post	Boat rentals
Frame & Perkins Ltd.	Service station, charter/tour buses
Raven Tours	Sightseeing/charter buses
YK Esso Service	Service station
Yellowknife Motors (Petro Canada)	Service station, zodiac boat rentals
Red Rooster (Turbo)	Gas bar
Rent A Relic	Vehicle rental
Yellowknife Tourist Cabin	Visitor Information
Northern Frontier Visitors' Assoc.	Visitor Information
** Yellowknife:	
Mack Travel	Travel Agency - IATA approved, reservac
Top of the World Travel	Travel Agent/Tour Organizer - reservac
Prestige Planning	Conference planning and organization
Marlin Yellowknife Travel	Travel Agent - IATA approved, reservac.
Treeline Planning Services	Conference planning and organization
Words North Writing & Editing Serv.	Conference organization
Canada North Expeditions	Tour Organizers
Key West Travel	Travel Agent - Reservac

NORTHERN FRONTIER VISITORS' ASSOC.
INVENTORY OF OUTFITTERS/DAY TRIPS, 1988

	Activities	Season
** Yellowknife		
Name: Bluefish Services Location: Great Slave Lake - Yellowknife Bay, Hearne Channel, East Arm	Arctic Grayling, Lake Trout, Northern Pike fishing, lake cruises, sightseeing shore meals. Day & extended trips.	June-Aug.
Name: Canada North Expeditions Location: Various Zones	Dog team safaris, fishing, sport hunting, traditional experiences, sightseeing. Day trips,	Year-round
Name: Dene K'e Lodge Location: Great Slave Lake - Back Bay	Lake cruises, Dene cultural experiences.	June - Aug.
Name: Frontier Tours Location: Yellowknife/Ingraham Trail	Guided tours of Yellowknife by van.	May-Sept.
Name: Giant Yellowknife Mines Location: Yellowknife	Mine tours	Year-round
Name: Great Slave Sledging Co. Ltd. Location: Yellowknife/Great Slave Lake- Moraine Point	Dog sled expeditions, bison viewing.	Year-round
Name: Rovin' Raven Boat Tours Location: Great Slave Lake - Yellowknife to Gros Cap	Boat cruises to Wool Bay fish plant.	June-Aug.
Name: Snowcraft Cruises Location: Great Slave Lake - Yellowknife Bay, East Arm	Lake Trout, Arctic Grayling & Northern Pike fishing, lake cruises. Day & extended trips	June-Aug.
Name: Tochatwi Outfitters Location: Great Slave Lake - East & North Arm	Lake Cruises	June-Aug.
Name: Naocha Enterprises Location: Great Slave Lake - Yellowknife Bay	Lake cruises, fishing, shore lunches, sightseeing.	June-Sept.
Name: Arctic Safaris Location: Obstruction Rapids, Lake Providence	Hunting outfitter-Class B, fishing.	Aug.-Sept.
Name: High Arctic Adventures Location: Barrens	Hunting outfitter-Class B, fishing.	Aug.-Sept.

NORTHERN FRONTIER VISITORS' ASSOC.
 INVENTORY OF PACKAGE TOURS, 1988.
 (BY LOCATION OF OPERATOR)

	Tour Activities	Zone/Location of Activities
** Yellowknife		
Name: Arctic Safaris Begin Tour : Yellowknife	Hunting, fishing, photography, cultural expeditions	Arctic Coast / Big River
Name: Bdthurst Inlet Lodge Begin Tour: Yellowknife	Bird and wildlife viewing, canoeing	Arctic Coast
Name: Canada North Expeditions Begin Tour: Yellowknife / Edmonton	Fishing, hiking, historical/cultural expeditions	Arctic Coast / W. Arctic / Northern Frontier / Baffin
Name: East Wind Tours & Outfitters Ltd Begin Tour: Yellowknife / Edmonton	Fishing, canoeing, wildlife photo tours hiking, historical	Big River / Northern Frontier / Keewatin
Name: Great Slave Sledging Co. Ltd. Begin Tour: Yellowknife	Wildlife viewing, dog sled expeditions	Northern Frontier
Name: Nishi Expeditions Ltd. Begin Tour: Yellowknife	Fishing, dog sled expeditions, cultural experiences	Northern Frontier
Name: Sail North Begin Tour: Yellowknife	Sailboat cruises, whitewater rafting, river travel	Northern Frontier / Big River
Name: Top of the World Tours Begin Tour : Yellowknife, Ft.Simpson	Sightseeing, photo safaris, canoeing	Arctic Coast / Big River / Northern Frontier / W. Arctic
Name: True North Safaris Begin Tour: Winnipeg	Hunting/sightseeing expeditions	Northern Frontier / Arctic Coast
** Yellowknife/Whitehorse		
Name: Oldsquaw Lodge Begin Tour: Whitehorse	Hiking, wildlife observation	Western Arctic

NORTHERN FRONTIER VISITORS' ASSOC.
INVENTORY OF G.N.W.T. PARKS

Park Facilities & Features

** Ye ll owkn i f e

Name : F r e d H e m m e

Type : C o m m u n i t y

Loca t i o n : Ye ll owkn i f e

Facilities: 92 c-mping/picnic sites, concession , boat rentals.

Features: Swimming, boating, hiking , fishing , camping/picnicking .

Name :

Type :

Loca t i o n :

Facilities: For Ingraham Trail & Hwy 3 parks Inventory, see

Features: Northern Frontier Zone Tourism Strategy: Tech. Rep.

NORTHERN FRONTIER VISITORS' ASSOC.
 INVENTORY OF CITY PARKS. 1988

8.

Park Facilities

Low Knife St Drive Park	Playground, basketball court, picnic tables, horseshoe pitch, track	lat ts
Sixth St.	Playground, picnic tables	in
The Hill	Ball diamond, playground, picnic tables, track.	on es,
Rise Park	Playground, picnic tables	ibou es.
an Island Park	Playground, basketball court, picnic tables	
Abbee & McNiven Beach	Playground, BBQ's, picnic tables	1 & for July
Lot Park	Playground, tennis courts picnic tables, BBQ's, horseshoe pitch	esh j&
Four Tennis Court	Tennis courts	ay
1 Draw	Playground, basketball, picnic tables	

of

ft.

Site: Pegmatite Dikes (Pontoon Lake) Significance: Natural	Course-grained granite rocks good for "rock-hounding" .
Site: Old Town Significance: Historic	Walking heritage tour of Old Town.
Site: Bush Pilot's Monument Significance: Natural	A large rock outcrop in Old Town with stairway. Views of Great Slave Lake & Yellowknife
Site: Joliffe Island Significance : Historical	"Saunder's Cabin" an abandoned log house.
Site: Yellowknife Bay (south of Dettah) Significance: Historic	Old Indian settlement
Site: West Mirage Islands Significance: Natural	international Biologicalal Prog. (IBP) Proposed Reserve. Rich avifauna resources.
Site: Baker Creek Significance: Natural	IBP Proposed Reserve - International Hydological Decade study area.
Site: Walsh, Banting & Jackson Lakes Significance: Recreational	Easily accessible, used for fishing as well as other recreational uses.
Site: Yellowknife Significance: Natural/Recreational	There are a variety of lakes & rivers in the vicinity. Use is limited by water level/craft.
Site: Yellowknife Ski Club Significance: Recreational	A number of trails used in the winter for skiing, in summer for hiking.
Site: Yellowknife Significance: Recreational	Numerous skidoo and hiking trails are located close to the community.
Site: Duck Lake Trail Significance: Natural	Skidoo, ski & hiking trail from Yellowknife Bay to Duck Lake.
Site: Dettah / Rainbow Valley Significance: Cultural	Many Dene women produce traditional handicrafts.
Site: Prelude Lake Significance: Natural/Cultural	Dene elder provides insights into bush life while guiding along a trail.
Site: Near Dettah Significance: Historical	Two fur trading posts located in the area from 1922-27. Condition of remains unknown.
Site: Yellowknife Significance: Event	Sportsman Bonspiel - Easter weekend. 'Round the clock curling.

Site: Yellowknife
Significance: Event

1990 Arctic Winter Games - in
March. Teams from Alaska, NWT,
Yukon & Northern Alta. & Que.

Site: Yellowknife
Significance: Event

Labatt's Invitational Hockey
Tournament - Easter Weekend

Site: Yellowknife
Significance: Cultural

J.H. Sisson's collection of
Inuit carvings - Courthouse

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

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

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

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

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

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

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

Type of
Infrastructure

** Dettah

Developable Land: Land is available along the access road. Development costs are high.

Electric Power: Capacity: Hydro - 23,720 kW
Diesel - 12,270 kW.

Airport Facilities: No Airport Facilities

Water Linkage: Communities on Great Slave Lake.

Road Linkage: All weather gravel road link to YK via Ingraham Trail. Ice road link to Yellowknife.

** Yellowknife

Developable Land: Limited developable land available.

Electric Power: Capacity: Hydro - 23,720 kW
Diesel - 12,270 kW.

Airport Facilities: 2286/1524 m. asphalt runway, terminal bldg, all facilities. Unlicensed floatplane access.

Road Linkage: Highway #3, Ingraham Trail, ice roads to various mines.

Water Linkage: Communities on Great Slave Lake.

Recreational Facilities: Ruth Inch Memorial Pool, Yellowknife Community Arena, Gerry Murphy Arena, Yellowknife Curling Rink

Cultural Facilities: Prince of Wales Northern Heritage Centre, Northern Arts and Cultural Centre

R.V. Sewage Dump Station: One at Pumphouse No. 4 off Old Airport Road

Information Services: Yellowknife Tourist Cabin Seasonal: May-Sept.

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

AGENCY	PROGRAM	ELIGIBILITY	COMMENTS
MARKET DEVELOPMENT	TRAVELARCTIC TOURISM MARKETING AND COUNSELLING *Print & T.V. ads, film prod. *Trade Show *Public Relation Campaigns *Fan Tours for travel trade *Financial support to writers & travelassoc. & photographers *Finan. Support to travel assoc. & businesses M-ducts market research & evaluation of marketing projects *Travel counseling through protection of brochures! maps posters, & promo. items *Provides travel info. & computerized listing of inquiries, response to mail, telephone and in person inquiries	All Programs are carried out on behalf of all N.W.T. travel and tourism related business	Travel Arctic engages in activities to improve the image and level of awareness of the N.W.T. as a tourist destination,
T, I.A.N.W.T.	*Arctic Hotline Enquiry	Private Sector, Zones Public Sector	*every ad or commercial carried by TravelArctic's marketing program carries the toll-free Hotline no. Enquiries receive a customized information package.
	*Consumer Show Program	Licensed N.W.T. Operators k Zone Members	*target locations in Canada & U.S. offers a range of services including booking show space, booth requirements discounted airfares and complete promotional program in each city. Emphasis is on selling actual products.
N.F.V.A.	*Computerized Enquiry System	Zone Members	*offers printed labels to operators for enquiries to different activities happening in the zone.
	*Zone Advertising Campaign	Zone Members	*target print advertisements in selected and market tested magazines. Co-op adv. is available for zone operators in conjunction with N.F.V.A.
INDUSTRY SCIENCE & TECHNOLOGY CANADA	*Canadian Trade Representation abroad & U.S. *Co-ordination of Media Events in Canadian Trade Centres abroad & U.S. *Connection with industry market segments in Canadian Trade Centres abroad & U.S. *Travel writer credentials *International Market Research Tourism Reference and Document	Zone Operators/ Public Sector Zone Associations & T.I.A.	*Tourism Canada has representation in Trade Offices abroad and in the U.S. 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.	*opportunity identification new business development, expansion or Modernization/upgrading of existing tourism related business. Up to 75% of approved costs of consulting services.
		*Tourism Business Development	individuals, businesses community based org.	*financial incentives to offset capital and increased cost of doing business. Establishment of new business up to 40%; upgrading & expansion of existing business up to 30%. Including capital costs of bldgs., machinery, equip., site servicing & improvements.
		*Tourism Related Public Infrastructure	TIA, NFVA, Regional Councils & Community Associations	*establishment, modernization, upgrading, expansion of tourism related public infrastructure; up to 80% of eligible costs
EC. DEV. & TOURISM, GNWT		*Product Development Contributions (to be discontinued in 1969)	New or existing northern business duly registered to carry on business - NUT	*preference is based on demonstrated need to expand or improve pkg. tour services and facilities. Up to \$25k
		*Tourism Facilities Development Contribution (to be discontinued in 1989)	Active northern business duly registered to carry on business in NWT	*preference is based on need for the purchase, installation! renovation? improvement or expansion of premises or equipment. Limited to tourism establishments or restaurants. Up to \$25k per recipient.
		*Tourism Support Program	TIA & NFVA	*contribution funding up to 100% of costs is available for: community tour packaging to coordinate tourism products in ind. communities; dev. of multi-community pkg. tours by established tour companies; const. tourism related public infrastructure in small communities; promotion of pkg. tours to increase no. of tour
FISHERIES & OCEANS, CANADA		*Tourism Wharf program	Canadian businesses	wharves or launching ramps must serve tourism industry. Can provide access to National Historic Site. Amount available not to exceed \$15,000.
COMMUNICATIONS CANADA		*Museum Assistance Program	Museums, art galleries, exhibition centres, non-profit institutions	*Exhibitions Assistance Program: max. \$300,000. for exhibit productions *Planning Grants: Up to 50% to max. of \$50,000. for institution development *Equipment Grants: Up to 50% of purchase and installing of museum related equip.
COMMUNICATIONS CANADA		*Capital Assistance Program	Professional, Non-profit, Cultural assoc., Municipal and Territorial 60V.	*construction, renovation, repair of cultural buildings; equip. 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.
		-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 @ 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	-S-	
INDUSTRY SUPPORT & HUMAN RESOURCE DEVELOPMENT	ECONOMIC DEVELOPMENT & TOURISM, EDA	*Project Feasibility, Conceptual Design & Master Planning Studies	TIA, NFVA, Communities, and Groups of Communities	● to develop individual but co-oral themes for the communities to en- hance their unique tourism attributes within a packaged product. Up to 90% of approved costs.
		*Hospitality Awareness	TIA, NFVA, Regional Councils, & Community Associations	*program development - up to 100% including fees to develop prog. and support materials; program implementation - assist in form of a direct contribution to sponsoring assoc. for delivery of hosp. awareness programs
		*Standards and Ratings	TIA	*development of an industry wide standards & ratings system for tourism products and services. Up to 100% for prog. development & 50% for implementation,
	ECONOMIC DEVELOPMENT & TOURISM	*Canadian Executive Service Organization (CESO)	Sole Proprietor, Com- panies, co-ops., non- profit organizations	*counselling from retired experts in a variety of business dev. fields.
	*Tourism Hospitality Training	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, Commu- nities & Private Sector	*services include regional, area & community tourism planning; industry & staff training; enforcement of tourism regs., liaison with gov't & industry. Consultation & assistance delivered through the Regional Tourism Officer,	
	*Tourism & Parks Capital Planning	G.N.W.T.	NFVA & communities can input to the Tourism and Parks capital regarding capital infrastructure for their area.	
ARCTIC COLLEGE	*Levels 1 & 2 Guide Training	Individuals, Outfitters	*application to Reg. Tourism Officer: location and scheduling of program decided by Tourism Training & Man- power Needs Board.	
INDIAN & INUIT AFFAIRS	● Inuit & Indian Community Human Resource Strategy	Individuals, Bands, Councils, Community Associations, Public & Private Employees	*funds used towards development of human resource & job opportunity inventories & strategies; support to local employment projects; community economic enterprises providing equity financing to business which yield lower than normal rates of return on investment; business training & support services to existing & potential native business people; youth entrepreneurship resources to cover costs to develop & deliver projects for youth aged 17 to 30.	

AGENCY	PROGRAM	ELIGIBILITY	COMMENTS
F, B.D.B.	*CASE Counsel 1 ing	Entrepreneurs	*provision of business support from a pool of counsellors assigned to specific business to discuss plans and provide an assessment with recommendations .

Sources:

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

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

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

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

*** T/A indicates placement via the TravelArctic Marketing program.

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

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

MARKETING AIDS

1. ZONE BROCHURE REPRINT

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

Distribution

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

Cost Estimate

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

2. PRODUCT INFORMATION GUIDE REPRINT

Objectives

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

Explanation

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

Quantity

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

Distribution

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

Estimated Cost

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

3. MISC. RESPONSE MATERIALS REPRINTS

Explanation

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

Quantity

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

Cost Estimate

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

4.0 NORTHERN FRONTIER FISHING BOOKLETObjectives

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

Explanation

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

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

Quantity

Print run will be 2,000 copies

Distribution

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

Estimated Cost

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

5.0 NORTHERN FRONTIER HUNTING FLYER

Objectives

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

Explanation

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

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

Quantity

Printing quantity will be 1,000 copies.

Distribution

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

Estimated Cost

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

6.0 EVENTS/ATTRACTIONS CALENDAR POSTER

Objective

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

Explanation

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

Quantity

Printing quantity will be 3,000 copies

Distribution

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

Estimated Cost

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

8.0 RETENTION SHEETS

Objective

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

Explanation

Currently, there is only a limited number of package tours in place in Northern Frontier zone. Although there is development work underway in this area, it is not likely **many** new products will be in place by the **summer** of 89. As an interim measure, and in **linewith likely local packages to be developed, the zone plans to produce three inexpensive broadsheets, tiedinto 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/mi**ning aspects of the zone, and one will deal with the culture/history and arts and crafts of the zone. **All willtiein closely with products** where they exist and will also work as "self-guides" to the area.

Quantity

Printing quantity for each **broadsheep** 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/mi ning flyer.

No funds are being sought through EDA for this project

9.0 FOLDERS/SHELLS

Objectives

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

Explanation

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

Quantity

Printing quantity will be 1,500

Distribution

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

Estimated Cost

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

10.0 IMAGE BANK

Objective

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

Explanation

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

Usage

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

Estimated Cost

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

11.0 POSTCARD/TEASER PROGRAM

Objectives

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

Explanation

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

Quantity

1,500 cards will be printed.

Distribution

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

Estimated Cost

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

12.0 DISPLAY PANELS

Objectives

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

Explanation

Northern Frontier currently owns the hardware and shipping case for an Instand Display. It also has a number of individual display panels, but these do not tie in with the current theme, nor show the zone to best advantage.

The zone proposes purchasing a new set of **panels for the existing hardware, and incorporating its new theme, visual image into these panels.** The panels would be designed in such a way, that interchangeability would be possible. For example, two of the panels, may stress the Northern Frontier message, 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.
11. MARKETING AIDS			
1. Zone brochure reprint	7,000.	1,000.	8,000.
2. Product guide reprint	4,000.	2,800.	6,800.
3. Misc. resp. materials reprint	1,000.	900.	1,900.
4. Fishing guide	3,500.	1,000.	4,500.
5. Hunting flyer	500.	500.	1,000.
6. Events/attractions calendar		4,500.	4,500.
7. Driving guide		4,500.	4,500.
8. Retention sheets		6,000.	6,000.
9. Folders/shells	3,000.	-	3,000.
10. Image bank	1,500.	500.	2,000.
11. Postcard/teaser	1,000.	1,000.	2,000.
12. Display panels		3,000.	3,000.
III. MEDIA RELATIONS	3,000.		3,000.
IV. PUBLIC RELATIONS	2,800		2,800.
Sub total	\$47,300.	\$29,700.	\$77,000.
DELIVERY @ 17%	8,041.		
TOTAL	<u>\$55,341.</u>	<u>\$29,700.</u>	<u>\$85,041.</u>

~~NEW~~ ~~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.			\$ 4,000.	\$ 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	<u>\$3,900.</u>	<u>\$12,300.</u>	<u>\$13,500.</u>	<u>\$29,700.</u>

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

PRELIMINARY TOURISM DEVELOPMENT EVALUATION CRITERIA

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

1. MARKETABILITY:

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

2. COSTS/FUNDING:

Developmental and operational costs, availability of support funds

3. PROFITABILITY:

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

4. COMMUNITY ISSUES:

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

5. HUMAN RESOURCES:

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

6. ACCESSIBILITY:

Climactic conditions, distance of resource, mode of transport

7. TIMING:

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

8. ENVIRONMENTAL SENSITIVITY:

Impacts of development to the environment

9. RESOURCE ABUNDANCE:

Traditional use of resource, longevity of resource

10. LAND USE (CONFLICTS)

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

11. IMPACTS TO ECONOMY

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

DEVELOPMENT OPPORTUNITIES	SOURCE	COMMUNITY	MARKET SEGMENT	COMMENTS
* Receptive Operator - centrally located tour booking agent for local and regional tour products	Verbal Comm. N.F.V.A./G.N.W.T & ind. operator	Yellowknife	Primarily general touring/some adv. travel & bus.	competitive booking agents in town
* Ground Operators - city based businesses providing local tour and transportation services	Verbal Comm. zone operators	Yellowknife	General Touring	Some businesses existie. Raven Tours
* Gambling Casinos - legalize gambling and pkg. with hotels and/or conference centre concept.	Legislative Assembly/D. Murray & Assoc.	Yellowknife	General Touring	Legal ramifications
* Convention Centre - put Y.K. forward to travel/trade shows for convention planners as Canada's most unique conference centre.	Twin Pines Feasibility/D. Murray & Assoc.	Yellowknife	Specialty	Needs analysis of facility requirement
* Convention Packaging - with special events (ie. Caribou Carnival, Folk-on-the Rocks, air show; with existing adventure travel products ie. fly-out sport fishing, naturalist trips visits to traditional community)	D. Murray & Associates	Yellowknife	Adventure Travel	Few short duration door adv. travel products available in high & shoulder seasons. Professional conference Planning available,
* 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 packaging is another means of improving the level of service for new outdoor adventure travel Products.	Lutra Assoc./ D. Murray & Assoc.	Zone	Adventure Travel Specialty General Touring	Some zone operators already offer a product mix; requires license 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
1. Hwy. #3				
* Boundary Creek - small day use area	Hwy #3 Study	Road System	Ind. Touring/ Rubber Tire	Not implemented
2. Ingraham Trail				
* Giant Mine Site - roadway pull-off and signage	Ingraham Trail Study	Road System Y.K./Dettah	Ind. Touring	Status unknown Low/med. priority
* Yellowknife River - boat launch/parking expansion group camp, signage & picnic upgrade	Ingraham Trail study	Road System Y.K./Dettah	Ind. Touring	Status unknown Med./high priority

INDUSTRY SUPPORT OPPORTUNITIES

INDUSTRY SUPPORT OPPORTUNITIES	SOURCE	COMMUNITY	MARKET SEGMENT	COMMENTS
*Prosperous Lake - new floating dock/signage	Ingraham Trail Study	Road System Y.K./Dettah	Ind. Touring	Status unknown Medium priority
*Big Hill Lake Trail - signage parking lot	Ingraham Trail Study	Road System Y.K./Dettah	Ind. Touring	Status unknown Fled./high priority
*Pontoon Lake - signage, new trails picnic sites	Ingraham Trail Study	Road System Y.K./Dettah	Ind. Touring	Status unknown Medium priority
*Prelude Lake - signage, boat launch, campground, day use, shower bldg. & Parking upgrade	Ingraham Trail Study	Road System Y.K./Dettah	Ind. Touring	Status unknown High priority
*Powder Point - floating dock, signage, upgrade to picnic site	Ingraham Trail Study	Road System Y.K./Dettah	Ind. Touring	Status unknown Med./high priority
*Cameron Falls Trail - signage, trail upgrade, rest stops	Ingraham Trail Study	Road System Y.K./Dettah	Ind. Touring	Status unknown Med./high priority
*Cameron Rapids Bridge - signage, trail upgrade, picnic sites	Ingraham Trail Study	Road System Y.K./Dettah	Ind. Touring	Status unknown high priority
*Reid Lake Campground - upgrade picnic/beach & day use; new playground, roadway intersection! floating dock, walk-in tent sites	Ingraham Trail Study	Road System Y.K./Dettah	Ind. Touring	Status unknown low/reed. priority
*Tibbit Lake - upgrade to a minor day use area	Ingraham Trail Study	Road System Y.K./Dettah	Ind. Touring	Status unknown low/med. priority

3. General Zone

*Zone Canoe Routes - identify, and develop	Zone Capital B&DnStgdyRae	Zone	Ind. Touring/ Adv. Travel	Status unknown
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4. Yellowknife-Based

*Yellowknife Visitor Centre-local and regional info./interpretive centre	Zone Capital Planning	Yellowknife	All	Planning process initiated
*Main Street Program - revitalize downtown core/co-op. with local merchants reflecting local heritage	Y.K. Chamber of Commerce	Yellowknife	All	Organizational planning begun
*Main Entrance R&, - landscaping, attractive uses on adjoining land, view & vista corridors? signage	City of Y.K. General Plan	Yellowknife	All	Signage component in concept/siting stage
*Heritage Identification/ Preservation Program	Heritage Committee, Y.K.	Yellowknife	All	Inventory complete

INDUSTRY SUPPORT OPPORTUNITIES

INDUSTRY SUPPORT OPPORTUNITIES	SOURCE	COMMUNITY	MARKET SEGMENT	COMMENTS
*Hiking/Bike/Fitness Paths tie in old and new town	Y.K Community Services 5 yr. Master Plan	Yellowknife	All	Not implemented
*Boardwalks and Walking Trail --- in Old Town-	Waterfront Study	Yellowknife	All	Not implemented
*Floatplane Base - serving fly-in seasonal traffic, adjacent to airport at Kam Lake	Zone Capital Planning	Yellowknife	All	Not implemented

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

APPENDIX D

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