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

**RAE LAKES TOURISM
DEVELOPMENT PLAN**

GAMETI TOURISM DEVELOPMENT PLAN

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

TABLE OF CONTENTS

1. INTRODUCTION

- 1.1. Why Prepare a Tourism Development Plan?
- 1.2 What is a Tourism Development Plan?
- 1.3 The Tourism Planning Process
- 1.4 The Scope of the Tourism Plan

2. TOURISM DEVELOPMENT CONSIDERATIONS FOR RAE LAKES

- 2.1 What are the Major Factors Affecting Tourism Industry Growth in Rae Lakes? 4
- 2.2 The Outstanding Features of the Land and People Affecting Tourism Development in Rae Lakes 6
- 2.3 Rae Lakes' Tourism Facilities, Products and Capabilities 9
- 2.4 How Does Rae Lakes Feel About Tourism? 11
- 2.5 Who Should Visit Rae Lakes? 12
- 2.6 What Kind of Resource and Financial Assistance is Available Today and for the Next Five Years? 13
- 2.7 What will be Required to Develop and Maintain a Strong Tourism Industry in Rae Lakes? 14

3. RAE LAKES' TOURISM DEVELOPMENT PLAN

- 3.1 Tourism Development Goals and Objectives 16
- 3.2 Tourism Development Opportunities and Programs 17

3.3 What will be the Impact of Tourism Development in Rae Lakes?	19
4. RAE LAKES' TOURISM IMPLEMENTATION PLAN 1989-1993	
4.1 Why is the Tourism Development Plan Implementation important?	28
4.2 What is Plan Implementation?	29
4.3 What Will Rae Lakes Need to Implement this Plan?	29
4.4 Where Will Rae Lakes Find the Resources to Implement the Plan and How Will it Happen?	29
4.5 How Will Implementation Take Shape in Rae Lakes?	30

TABLES

1. SUMMARY TOURISM PLAN	20
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FIGURES

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

APPENDICES

A. RESOURCE INVENTORY

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

A-2 Tourism Industry Support Programs and Resources

B. NORTHERN FRONTIER MARKETING PLAN

C. DEVELOPMENT OPPORTUNITIES AND INDUSTRY
SUPPORT PROGRAMS

C-1 Suggested Development Opportunities and Evaluation Criteria

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

D. BIBLIOGRAPHY AND REFERENCES

1. INTRODUCTION

1.1 WHY PREPARE A TOURISM DEVELOPMENT PLAN?

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

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

1.2 WHAT IS A TOURISM DEVELOPMENT PLAN?

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

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

- serve as an educational tool,

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

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

- increases Rae Lakes' awareness of the tourism industry and of other zone products,
- examines the current tourism environment in and around Rae Lakes, determines what development opportunities and industry support programs could occur in Rae Lakes over the next five (5) years,
- analyzes constraints and identifies impacts associated with future tourism activities and suggested development opportunities,
- articulates Rae Lakes' tourism development goal(s) and objectives for the next five (5) years,
- lists tourism priorities for the next five (5) years as well as the costs associated with pursuing these,
- provides **pre-feasibility** assessments of high priority tourism developments and,
- provides a step-by-step implementation plan to assist new and existing operators.

1.3 THE TOURISM PLANNING PROCESS

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

The planning team used a number of planning studies related directly and indirectly to the Northern Frontier Zone's tourism industry as background to the planning process. Key planning documents include "A Product Development Plan for the Northern Frontier Zone" and "A Strategic Marketing Plan for Tourism For the Government of the Northwest Territories" as well as others listed in Appendix D. An important background document in the development of the Rae Lakes plan was "The Rae Band Tourism Development Plan", 1981.

The tourism planning team established working relationships with Rae Lakes Dene Band Council. Also, Rae Lakes' representative on the Northern Frontier

Visitors' Assoc. Board of Directors joined the planning team to gather information and co-ordinate community discussions. In preparation of this draft plan, the planning team held one (1) meeting with the Council in Rae Lakes, met with representatives of the Gameti Development Corporation, talked with a number of local residents experienced in or interested in the tourism industry and, held a tourism 'open house' in Rae Lakes. This draft plan was reviewed in a public meeting in Rae Lakes. This enabled the content to be verified; goals and objectives to be confirmed; and prioritization of opportunities and programs to take place. From this review, an implementation plan was developed, thereby completing this segment of tourism planning in Rae Lakes.

Tourism planning is an ongoing process and should not terminate at the end of this planning process. Rae Lakes residents involved in this planning process are generally aware of this. Continued Rae Lakes' representation on the Northern Frontier Visitors' Association Board of Directors however will in part ensure that industry development and planning is ongoing.

1.4 THE SCOPE OF THE TOURISM PLAN

For economic reasons, Northern Frontiers' zone planning process builds on existing information. This planning process endeavors 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 environmental considerations, the planning team has endeavored to reconcile the realities of the market place with the needs and directions provided by zone residents. It is expected that this approach together with the involvement of industry and community leaders will result in the adoption of the seven (7) Northern Frontier tourism plans.

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

The technical report ("Northern Frontier Zone Tourism Development Strategy: Zone Technical Report") supplements community specific tourism plans and, provides more detailed information on markets, resources and the overall

tourism development strategy for the zone for the next five years. The zone strategy should be used in concert with specific community plans.

2. TOURISM DEVELOPMENT CONSIDERATIONS FOR RAE LAKES

Considerations which impact on tourism development in Rae Lakes are market, products/facilities, human resources, organizational capabilities, local perceptions and funding/financing. This part of the report discusses these factors and presents information provided by Rae Lakes residents, local tourism operators and tourism related interest groups in the community.

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

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

i) Market

Rae Lakes has access to **Yellowknife** and Northern Frontier tourism markets via regularly scheduled air service to the community from **Yellowknife**. Located within one (1) hour of five (5) sport fishing lodges on Great Bear (some of which are served directly from southern Canada), Rae Lakes has good access to sport fishing markets.

Data on pleasure travel to the community does not exist. Local residents report however that perhaps 2-4 Canadian, American or European canoe parties might pass through the community each summer. Receipts of some \$2,000. per annum (personal communications - J. **Washie**) for transient accommodations in the community are indicative of the low level of visitation to Rae, Lakes. Visits to Rae Lakes are primarily for business purposes and occur mainly during the summer.

ii) Product and Facility

The community of Rae Lakes is situated on the lake by the same name. Located on the historic **Camsell** River system, the Rae Lakes area was historically well used by fur traders, traveling missionaries, prospectors and Great Bear Lake

mining companies. Today, the Dogrib **Dene** of Rae Lakes are the only year-round residents of the area.

Rae Lakes is a **Dene** community of 183. A small, informal and traditional settlement, the most striking physical features of the community are the winding dirt roads and predominantly hand-hewn, log homes. Rae Lakes has virtually no commercial or public infrastructure. A community store owned by the Government of the **N.W.T.** is the only commercial enterprise while a school and Dene Council/gymnasium complex make up the public infrastructure. A small, log housekeeping transient centre with a capacity for 2, provides seasonal accommodation. Food stuffs and general merchandise can be purchased from the store.

Rae Lakes has twice weekly scheduled air service (via Ptarmigan Airways) from Yellowknife. The community store is also serviced weekly by air.

The community of Rae Lakes has recently acquired Hottah Lake Lodge, formerly an outpost facility of Branson's Lodge on Great Bear Lake. The licensed capacity of the **Hottah** Lake facility is 8. The facility will be renovated/upgraded and will be open in either the 1989 or 1990 operating season.

iii) Human Resources and Local Organization

Rae Lakes has a population of 115 persons who are 15 years and older. 1986 Census information identified a local labour force of 45 and a participation rate of 39%. In that same year, the unemployment rate was 22%. Local residents estimate that 50-60 people are employable within the community. During the summer 20% of these may be employed with forestry.

In 1986 Census Canada reported that the average household income in Rae Lakes was \$16,200. Household income in Rae Lakes is generated from hunting, trapping and fishing activities; transfer payments such as welfare, child allowances and, pensions; seasonal employment in forestry/fire fighting, construction or guiding at Great Bear; from one of 2-3 full time positions at the community store; or from one of 5-8 positions with the Government.

Rae Lakes has a history of involvement in the Great Bear Lake sport fishing industry. For a recent Level I Guiding course held in Fort Smith, 13 candidates were identified of which 7 had some guiding experience and 3-4 had extensive experience. 7 of the 13 candidates were screened by the Dept. of Renewable Resources and 3 attended the program in Fort Smith this past fall and since graduated.

Many Rae Lakes men and women are skilled crafts people and/or master drum and implement makers. There are about 6 men and women who are particularly outstanding artists. In an economy dominated by hunting, trapping and fishing, Rae Lakes residents retain strong knowledge/skills of bush lifestyles and, Dene customs and traditions.

Organizational structures within the community are few. The political and administrative organization in the community is the Rae Lakes Dene Band Council, a joint Band and Municipal structure. The Chief of the Rae Lakes sub-Band, a sub-group of the Rae Band is the Chief of the Fort Rae Band. The Rae Lakes Band has a sub-Chief who is a member of the Rae Band Council. Rae Lakes receives some core funding through Indian Affairs via the Rae Band. The community also has 2-4 full and part-time staff positions which are funded by the G. N.W.T.

The Band has created an economic entity, the Gameti Development Corporation, to meet the economic development needs of the community. The Corporation is mandated to increase jobs available to local people and stimulate economic activity. Priorities of the Corporation have been the purchase of Hottah Lake Lodge and gaining local control of the community store. The Corporation is run by a local Board of Directors. Management assistance is provided by a store manager, a position jointly funded by G. N.W.T. Dept. of Economic Development and Tourism and Indian and Northern Affairs (INAC).

2.2 THE OUTSTANDING FEATURES OF THE LAND AND PEOPLE AFFECTING TOURISM DEVELOPMENT IN RAE LAKES

This section examines the resources of the land and people, endeavoring to match resource inventory (supply) and market information (demand).

i) Fishing

Rae Lake is one of a chain of local lakes rich in fish resources. Fished domestically, species caught include lake trout, whitefish, northern pike and burbot. Nearby Faber Lake known for its 'big trout', is also fished domestically but mainly for whitefish. The Camsell River joining Faber and Rae Lake is well known for its excellent Arctic **grayling** resources, many of which are 3-4 lbs. Rae Lake is an Arctic **grayling** spawning area (after break-up). The Dept. of Fisheries and Oceans (DFO) has assigned a sport fishing capacity to Faber Lake of 30 guest beds. Lake trout, whitefish, cisco, **burbot**, northern pike and sucker abound in Sarah Lake. DFO has assigned a guest bed capacity of 3-6 beds to Sarah Lake.

Hottah Lake Lodge previously operated as an outpost by Branson's Lodge of Great Bear Lake is rich with lake trout, Arctic grayling and northern pike and has a potential licensed guest bed capacity of 60-70 (1981 DFO Assessment). DFO has also assigned a commercial quota to the lake. Hottah Lake Lodge formerly an outpost of Branson's Lodge on Great Bear, is owned by Rae Lakes. The licensed capacity of Hottah is 8 guests.

ii) Viewing

The traditional lands of the Rae Lakes Dene range throughout the northeastern boundaries of the Northern Frontier Tourism Zone. These lands feature boreal forest, treeline and tundra-like landscapes. Pre-Cambrian Shield formations such as the Cartridge Plateau and Arctic meadows, magnificent greens and blues of deep hinterland lakes, sandy beaches such as those found on the south shore of Faber Lake, dense forests along the Camsell River and, colourful lichen covered rocky outcrops. Combined, this landscape provides some interesting viewing/naturalist opportunities.

The Bathurst woodland caribou herd winters in the area of Faber Lake, Hardisty Lake, Hottah Lake, Sarah Lake and Rae Lakes. Moose can be seen along the Camsell River and in the area of Cartridge Plateau. Bald eagles, peregrin falcons, swans, ducks and geese are found throughout the area. The rocky cliffs of this Pre-Cambrian landscape provide a natural habitat for eagles and raptors while the many lakes and streams are the nesting sites of water fowl.

The natural features of the Rae Lakes area are complemented by a number of historical sites. Dene burial grounds and places of spiritual/cultural significance are found on almost all the lakes and rivers in the area. Faber Lake has a number of these sites as well old trappers cabins. Reminders of the mining and prospecting history of the area are evident at Beaverlodge Lake, the site of an old uranium mine. This old mine site is also the location of two plane crashes. A Bristol and a wood frame plane are reminders of these events. Another abandoned uranium mine is located at the south end of Hottah Lake. Hottah Lake is also the site of an old fish camp.

The Dene/Metis Negotiating Secretariat have collected information on Rae Lakes' cultural/historical sites as part of a land identification/claims process. This information has not however been interpreted for potential travelers. Most of the sites in the area are in a state of disrepair and will require restoration and upgrading. Given site assessment and program planning, the G. N.W.T. has expressed interest in developing a network of historical/cultural sites in the Northern Frontier zone.

iii) Adventure Travel

Fur-bearers (ie. beaver, lynx, wolverine) are actively harvested by local residents throughout the **Lac Tache**, **Lac Grandin**, Cartridge Plateau, **Hottah Lake** and Rae Lake areas. Extensive traditional travel routes and traplines run throughout these areas. Some of these trails are multi-seasonal routes, passable in winter by dog team or snow machine and, in summer by foot or boat/canoe. The **Camsell River** and old **Denisen Ice Road** are two of the more popular travel routes in the area. Winter trails in the area link Rae Lakes to **Lac La Martre** and Fort Franklin.

The rigorous portage/river route from Rae Lakes to **Rawalpindi Lake** in the barrens is a traditional **Dene** travel route to the fall caribou hunt. The trail eventually leads to the Point Lake area, used today by a sport hunting outfitter from **Yellowknife**. The Rae Lake **Dene** travel by snowmachine throughout the area during the fall and winter caribou hunting season. However in a recent 1988 expedition, people from Rae Lakes, Rae Edzo and **Lac La Martre** travelled the **Rawalpindi** route by canoe on a spiritual pilgrimage to Mesa Lake.

The **Camsell River** which links Faber, Rae, Hardisty and **Hottah Lakes** is well known for its canoeing challenges. The **Camsell River** is historically an important river having served the **Dene**, fur traders, missionaries, prospectors and Great Bear Lake mining companies over the years. While the **Wopmay River** holds canoeing potential, the river is riddled with portages and rapids.

iv) Hunting

The **Bathurst** barrenground caribou herd has for the last few years wintered “almost on the doorsteps” of Rae Lakes residents. In the fall, the herd range to the northeast throughout the barrenlands. Rae Lakes residents harvest caribou for domestic purposes from the **Bathurst** herd during the fall and winter. In 1988, the Gameti Development Corporation had anticipated offering sport caribou hunting from its **Hottah Lake** facility. While market testing of this product did not occur, the community remains interested in pursuing this **opportunity**. Sport hunting is a highly competitive market. Competitive prices and high quality service are basic requirements if Rae Lakes is to pursue this opportunity. A sport hunting quota has been established for the **Bathurst** caribou herd and was distributed among six (6) outfitters in 1987/88. There is also a class B outfitting quota for GHL/HTA holders.

2.3 RAE LAKES TOURISM FACILITIES, PRODUCTS AND CAPABILITIES

This section discusses strengths and weakness in Rae Lakes's resources, infrastructure and overall human/organizational capabilities. Outstanding community features are located on the community map figure 1.

i) Products and Tourism Facilities

Existing transient quarters are not appropriate for pleasure or business travelers during the colder months. Lack of year round accommodation and food services within the community is a constraint to the development of both business and pleasure travel to the community.

The development of a tourism industry in Rae Lakes is hampered by poor/limited public infrastructure. For example, there are no designated campgrounds, camping areas or picnic areas. Signage and information materials/displays do not exist. The community dock is also in poor condition. The community does however have meeting facilities for large groups in the Band Council/gymnasium complex.

The Gameti Development Corporation is planning to renovate the Hottah Lake Lodge for operation in the 1989 season. The lodge provides access to excellent fish and caribou resources, resources complemented by interesting historic/cultural sites on the lake. **Hottah** Lake Lodge is however about 100 km north of Rae Lakes or 250 km from **Yellowknife**. Given the high cost of transportation, the distance of the lodge poses some constraints in terms of offering a competitive sport hunting or sport fishing package from the facility. The development of tourism facilities on the lake must recognize the existence of a commercial quota on the lake.

In the short term, it is not expected that the licensed capacity of the lodge will change. In the longer term, there is some discussion that the existing facility may be used as an outpost camp to a new lodge contemplated for the lake. The proximity of **Hottah** Lake Lodge to the five (5) Great Bear Lake sport fishing lodges and a three (3) year management agreement with a lodge operator on Great Bear Lake, suggests some potential for innovative packaging of these products. Community representatives say that Plumm's and Branson's of Great Bear have expressed interest in packaging of this nature. The sport fishing capacities of such lakes as Faber and Sarah also hold some potential for the development of tourism activities.

The natural and historical features of the area have potential to attract adventure travelers. Community representatives note that some discussions have taken place with an outfitter in Yellowknife, examining potential canoeing adventures in the area. The strong Dene traditions and cultural skills among the Dogrib of Rae Lakes and the picturesque nature of this predominantly log community also offer some potential for building tourism products focusing on traditional activities.

ii) Human Resource Capabilities

Rae Lakes like most small communities is prohibited from achieving its economic development aspirations by lack of skilled/experienced human resources, particularly in the area of business development/management.

The Gameti Development Corporation while having completed the purchase of Hottah Lake Lodge and moving toward the take-over of the community store, suffers from deficiencies in human and organizational capabilities to effectively discharge its mandate. In the short term, some of these needs are being met through a management/marketing agreement for Hottah Lake Lodge and assistance provided by the Gameti General Store manager. Basic and specific skill/knowledge and decision making abilities are however a longer term requirement which is currently not being planned for or addressed. The exception to this is a management training program which is well underway (and meeting with significant success) at the Gameti General Store. As a developing community slowly moving into local economic ventures, it is evident that the Gameti Development Corporation requires a five (5) year economic development plan; specific implementation/business plans; and ongoing organizational and human resource development support programs.

The availability of employment in the tourism industry an hour away at Great Bear Lake has provided some community members with skills appropriate to the tourism industry. Five (5) local residents have sought certification through the Guide Training Program. Rae Lakes has not had a great deal of success training and gaining employment for housekeeping and domestic staff. While staff were trained at Hottah Lake, these staff (mostly younger women) became homesick and quit. No initiatives have been undertaken to address these deficiencies.

The labour force in Rae Lakes is small and the summer season puts substantial demands on it. Seasonal employment is available in the forestry or construction sectors at substantially higher rates of pay than jobs in the tourism industry. As a result, those persons who might normally be employed in the tourism industry are provided with little incentive to pursue a career in the industry. As a consequence, high turn-over and sporadic participation have become characteristic of the local labour force in the tourism industry. Rae Lakes' labour force will un-

doubtedly be impacted in the near future by increased mineral development in the northeastern areas of the Northern Frontier Zone. In particular, it is expected that high paying jobs with the Neptune Resources gold mine will attract a large number of Rae Lakes' male population.

2.4 HOW DOES RAE LAKES FEEL ABOUT TOURISM?

Rae Lakes' interest in tourism development is demonstrated by its purchase of Hottah Lake Lodge. Generally however, local interest in the industry is driven by an overall concern for the lack of local year-round employment opportunities, poor income levels, lack of control over traditional land and resources, and limited community based infrastructure.

To a degree, the Hottah Lake Lodge purchase is Rae Lakes' way of testing their involvement in the tourism industry. Local control of the lodge gives the community an opportunity to determine if/how employment and income concerns can be addressed in the industry. At the same time, the lodge purchase has created high expectations. It will be important for effort to be expended to ensure expectations are realistic and achievable (ie. a well developed/communicated business plan).

The community is very proud of their lodge purchase. The desire to purchase/develop a sport fishing lodge on Hardisty, Hottah, or Faber Lake was identified in the 1981 "Rae Band Tourism Study". Completing this business deal certainly indicates a level of local commitment and persistence.

Some community residents are of the opinion that traditional Dene skills are adequate to deal with pleasure (ie. that no other training is required) travelers. There is little awareness of the demands/competitiveness of the industry or the range of skills/knowledge required to be successful in it.

The community is reticent to proceed with rapid economic development or rapid tourism development. This opinion is based on deficiencies in human resources, organizational abilities, and business acumen within the community.

Unlike some other Dogrib communities in the zone, the women of Rae Lakes have expressed great interest in the tourism industry. Lodge operators in the area have not however had much success retaining women in the work force due to family/home pressures and responsibilities. There is however a potential here that should be developed.

While many Rae Lakes men are interested in the industry, wages rates offered in the tourism industry are not competitive with those of the construction and

forestry sectors. As a result, participation is sporadic and turn-over is high. Locally there is the opinion that if individuals are going to participate in the wage economy, there should be fair reimbursement for ones' time.

Some local people see the development of the tourism industry in Rae Lakes as a means of revitalizing arts and crafts in the community and enabling the local sale of them. This certainly is a priority with local women. Others see tourism as a means for developing local public and commercial infrastructure such as the development of a motel and coffee shop.

2.5 WHO SHOULD VISIT RAE LAKES?

The resources, products and activities in and around Rae Lakes can attract certain types of visitors. Market data for zone communities do not however exist. An analysis of overall zone tourism markets is provided in more detail in the "Northern Frontier Zone Tourism Development Strategy: Zone Technical Report".

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

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

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

The Outdoor/Adventure **traveller** is attracted to the Northern Frontier Zone for its sport fishing, sport hunting and, naturalist/viewing activities and for hiking, back-packing, boating and dog sledding opportunities. **Growth** potential has been identified (see Northern Frontier Zone Tourism Development Strategy: Zone Technical Report) among those outdoor/adventure travelers attracted to water and naturalist activities. The sport fishery at Great Bear Lake has long attracted this market segment. In the future, Rae Lakes' **Hottah** Lake Lodge might expect to share in this market.

With the headquarters of the Territorial Government located in the Northern Frontier, the zone has traditionally attracted business/conference/meeting travelers. In particular, Yellowknife is host to a growing number of conferences. Activities attractive to conference and meeting goers are those which can be co-ordinated within the schedule of pre-arranged meetings/conferences. Lack of accommodation facilities and other infrastructure remain prohibitive to Rae Lakes sharing in this market.

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: 70ne 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 Rae Lakes. Funding sources identified in Appendix A-2 are subject to change pending client demand and changes in the political environment. In particular, EDA and SARDA funding should be viewed as short term programs.

Assistance available to Rae Lakes to develop tourism is substantial and is expected to remain strong for the next five (5) years. Assistance is available for:

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

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

A management 'track record', organizational commitment and sound planning are basic to accessing financial support. Since the Gameti Development Corporation is a new and evolving entity, the organization will have to 'try extra hard' to prove itself and establish its credibility with lending/funding agencies. The professional management of the **Hottah** Lake Lodge operation will go along way in establishing these much needed credentials.

Developing and maintaining good working relationships with representatives of government and financial agencies are **important**. Efforts must be made to stay abreast of changes in funding programs. It is particularly important to ensure continuity in relationships with the Dept. of Economic Development & Tourism's North Slave District staff in Rae and, consistent participation in the Northern Fron-

tier Tourism Association. While these are key responsibilities of the Board of Directors of the Gameti Development Corporation, Gameti's part-time (store) manager can also assist in these efforts. It would also be appropriate to include these basic requirements as part of the management agreement for Hottah Lake Lodge.

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

This section summarizes key features which should be reflected in a tourism plan for Rae Lakes.

Since Rae Lakes is just becoming involved in the tourism sector as a result of its purchase of Hottah Lake Lodge, it can be said that the community is 'testing' the industry, identifying and assessing what benefits can be directly accrued from it. For the community to maximize benefits from the Hottah Lake Lodge purchase, it will be important that Rae Lakes residents address the following issues:

1. Community Awareness of Tourism

This tourism planning process helped raise awareness of the industry among people in Rae Lakes. There is however, not a thorough understanding of the requirements associated with developing strong tourism businesses, the costs or the benefits.

Rae Lakes requires ongoing industry awareness (educational) sessions staged in the community. A business plan for Hottah Lake Lodge and this tourism development plan should be a focus of these discussions. In particular, Rae Lakes residents should be encouraged to articulate more clearly (quantitatively), expectations of the Lodge and other tourism developments for the next five (5) years. This would allow awareness sessions to serve a dual function - one of education and one of monitoring progress in/benefits from the industry.

2. Human and Organizational Resource Development

A major constraint to the development of tourism in Rae Lakes is the availability of skilled human resources and strong, experienced organizational structures.

Guiding skills and knowledge acquired through land based lifestyles (ie. navigational, bush survival, fishing, hunting, sewing, cooking) are available within the Rae Lakes labour force. There is however, a requirement to refine/enhance existing skills through industry specific training/certification (ie. guide training, cook

training, hospitality training) to enable local residents to **skilfully**, and comfortably serve the traveling public.

As the community seeks control and ownership of business enterprises, the need for business management skills/knowledge increases. To some extent, the Gameti General Store can provide a model for management training.

Organizational development is a key requirement for a community entering the tourism industry. The **Gameti** Development Corporation has much to learn about the industry and about their role as managers, planners and directors in it. There is a requirement for Board development to occur to ensure that the Directors of the Corporation are in fact in control of their business and the industry as it unfolds in/around Rae Lakes.

3. Interest, Commitment, Co-operation and Communications

Breaking down traditional communications barriers which exist within the industry at an operator, community and zone-wide level is a basic requirement if the tourism industry is to develop in Rae Lakes. As an isolated community, new to the industry, it is critical that the Northern Frontier Visitors Association, the **Gameti** Development Corporation, and the Regional Tourism Officer (Dept. of Economic Development and Tourism) establish a plan to improve communications and co-operations among these groups. Enhanced local and zone communications will improve Rae Lakes' ability to package Hottah Lake and pursue other tourism activities.

4. Improved Local Infrastructure

Community and service infrastructure within Rae Lakes is limited. Local infrastructure should be improved to enhance the development of tourism in and around Rae Lakes. Infrastructure developed for the tourism industry improves services and facilities available to local residents. An understanding of the relationship between public and commercial infrastructure and industry development should be cultivated in the community.

5. Broader Base of Local Involvement

The Rae Lakes **labour** force which has historically participated in the tourism industry is concerned with wage parity among tourism and other industry sectors, particularly with the forestry and the construction industries - seasonal job opportunities which occur at the same time as tourism jobs. In 1989, job opportunities with Neptune Resources mining developments will cause further **sectoral** conflict.

Rae Lakes like other communities in the Northern Frontier Zone must assist in raising the profile of and increasing the rewards from the tourism industry. Secondly, because Rae Lakes has a number of women who are interested in participating in the industry, efforts must be made locally and throughout the zone to encourage and support the participation and skill development of women in the industry.

3. RAE LAKES' TOURISM DEVELOPMENT PLAN

The Rae Lakes Tourism Development Plan for 1989-1993 responds to tourism markets, the environment and resources in and around Rae Lakes and, to the overall framework for tourism development in the Northern Frontier Zone.

As discussed in the "Northern Frontier Zone Tourism Development Strategy: Zone Technical Report", Rae Lakes' tourism plan recognizes the overall zone tourism theme - "share the frontier spirit". To this end, tourism development in Rae Lakes builds on the theme of "The Frontier and Hinterland: Sport Fishing and Hunting".

The Rae Lakes 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 goal of tourism development in Rae Lakes for the next five (5) years evolved from discussions with local residents and from a thorough analysis of the 1981 "Rae Band Tourism Study", a document which still remains relevant to Rae Lakes today.

The goal of the Rae Lakes Tourism Development Plan is "**a framework for developing and controlling tourism in Rae Lakes and** for maximizing employment and training opportunities for local residents".

To achieve this goal, Rae Lakes and the planning team have identified the following tourism objectives for the next five (5) years:

- To ensure the viability of Hottah Lake Lodge;
- To develop human resource and organizational capabilities in support of a local tourism industry;
- To pursue slow, steady growth in the tourism industry through the development of small scale, community based public and commercial infrastructure; and
- To improve industry co-operation, communications and commitment locally and throughout the zone.

These objectives and thus, the overall goal of tourism development in Rae Lakes 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 Rae Lakes. As a basis for community discussions, opportunities identified in the 1981 "Rae Band Tourism Study" were used (see Appendix C-1). Preliminary criteria for evaluating these opportunities and programs (see Appendix C-1) were used as a guideline for discussion.

The following tourism development opportunities and programs were identified and discussed with Rae Lakes residents.

Attractions/Tours/Events

***Caribou Sport Hunting**

- Hottah Lake Lodge
- Traditional Dene Travel Routes

***Short Duration Boat Trips**

- Community based to Rae Lake and/or Faber Lake.

***Faber Lake Tent Camp**

- Day or Overnight Trips
- Grayling and Trout Fishing
- Sandy Beaches and Historical Sites

***Finish Hottah Lake Upgrade**

- Plan for New Lodge Facility

- *Canoe Tripping
- Camsell River

- *Learn/Observe/Experience Dogrib Adventure Travel Packages
- Shoulder Season Trapline Tours
- Traditional Summer Fish Camp

Industry Support Programs

- *Human Resource Development
- Level 1 and 2 Guide Training
- Hospitality Training
- Tourism Awareness Training
- Business Training
- Pre-Employment Cooking Program
- Food and Beverage Training
- Camp Management Training

- *Business Infrastructure
- 4 Unit Housekeeping Motel
- Short Order Coffeeshop
- Arts and Crafts

- *interpretive Information Program
- Community Information and Signage Program
- Chart and classify waters for canoe tripping
- Identification and assessment of historic sites

Industry Organization and Resource Management

- *Tourism Co-ordination Structure and Gameti Development Corporation Board Training

- *Fare Tours and Marketing Plan (Hottah Lake Lodge)

Infrastructure

- *Arts, Crafts, information Kiosk
- *Clearing of Camsell River/Faber Lake Channel
- *Establish camp and picnic sites and shelters

Those opportunities and program most suited to the goals and objectives identified by Rae Lakes, which recognize the constraints associated with tourism

development in the community and, which in the judgement of the planning team and Rae Lakes residents require further study are assessed in Appendix C-2. The findings of these assessments are summarized in Table 1.

3.3 WHAT WILL BE THE IMPACT OF TOURISM DEVELOPMENT IN RAE LAKES?

Tourism development over the next five (5) years in Rae Lakes can have significant economic, social and political impact for the community. Key impacts are listed here.

Economic:

- Increased direct seasonal employment in the construction and tourism sectors of the local economy.
- Opportunities to gain ‘hands-on’ experience in the tourism industry and develop new business awareness skills/knowledge.
- Expanded income for local hunters and trappers.
- Increased revenue generation capabilities for local arts and crafts producers and for the local store.

Socio-Cultural:

- Short duration activities will allow local trappers and domestic fishermen to continue these activities and to participate in some ‘cash’ generating activities.
- Extended visitor stay in the community and good information services will improve understanding of the community, the land and the Dogrib culture.
- Experience gained in the tourism industry and the provision of a quality tourism product will enhance confidence and promote a positive image of the community and its residents.

Political:

- Organizational and business skills developed in the tourism industry can have positive benefits for other local/regional organizations.
- As the first comprehensive sectoral plan prepared for the community, this tourism plan has potential as an important development and educational tool. Using this plan as a sector model, the community may be encouraged to

SUMMARY TOURISM PLAN RAE LAKES

Program Title	Agency/Timeframe	Capital Costs	Benefits
AITRACTIONS TOURS EVENTS			
sport Fishing Packages Hottah Lake Lodge	<p>Joint venture between Gameti Development Corporation and Great Bear Lodge (Ted Grant) Timeframe infrastructure renovation rescheduled for winter/spring 1989 to bring it up to licensing standards and a comfortable capacity of 8 guests; Year 1 winter - develop long range operating strategy and business plan for facility; the business plan to include identification of potential marketable products from or to the facility on Hottah Lake; selected product feasibility assessment; marketing plans; human resource development plan; shareholder/operational agreements; long range financing plan including year 1 operating statements and 3-5 year forecast of cashflow. Subsequent to the completion of a business plan in year 1, Gameti should look into the hiring of a suitable lodge manager. Year 1 -summer of 1989 implement outpost arrangement with Great Bear Lodge.</p>	<p>Hottah Lake Lodge business plan costs will depend on the level of consultation services required - feasibility study and business planning. A complete assessment of different product options available to the lodge may cost in the \$15-20,000 range. it is unclear that the future direction of the Hottah Lake facility should be much more than an outpost camp of Great Bear Lodge or other lodges on Great Bear Lake. Thus planning costs should be limited to jointventure partners pre-meeting/meeting and follow-up time commitment, travel and accommodation expenses and secretarial services to draft the longterm planning document. Operational planning should be undertaken annually and ideally on completion of year end financial statements. Although there are plans to upgrade, a small budget was included for miscellaneous equipment purchase and marketing aids.</p>	<p>As the pilot tourism venture for Rae Lakes, the main benefit will be a hands-on tourism industry and business awareness program. As joint venture partner with a succesful Great Bear Lake Lodge operator offers the potential for cooperative and "stand-alone" product and market development opportunities. If it is an interim community decision to maintain the outpost arrangement only for the Hottah Lake facility, a second option for business planning will be a meeting between joint venture partners.</p>

Program Title	Agency/Timeframe	Capital Costs	Benefits
Sightseeing and Angling Boat Trips	<p>Gameti Development Corporation/Local Guides - Gameti to coordinate marketing/booking for local hunters and trappers/guides. Guides to supply their own boats, motors and outfit. Use Rae Lakes as a base for short duration day/overnight sport fishing and sightseeing cultural day trips. Overnight trips would use an outpost tent camp on Faber Lake adjacent to the Camsell River. - Timeframe - Planning year 1&2, implementation year 3. Organization of guides and promotion in Year 1. Promote to small groups of business and adventure travelers. Implementation to coincide with opening of community hotel</p>	<p>Packages priced on a per trip basis to cover costs of guiding, food preparation, fuel and equipment maintenance.</p>	<p>An organized and aggressive approach to promotion and providing service would provide some part time employment and income for local hunters and trappers. Business and pleasure travelers would be provided with opportunities to experience the sights and excellent fishing available in the Rae Lakes area and extend their stay in the community.</p>
Canoe Touring	<p>Gameti Development Corporation/Dene Council/Northern Frontier Visitors Association and NWT Canoe Association - Development of Rae Lakes/Camsell River as a major Northern Frontier Zone canoeing/camping destination for independent adventure travel market. Timeframe: Planning commencing year 1/implementation Yr. 2-5</p>	<p>Requires public infrastructure, and interpretation and orientation program including trip maps with identification of points of interest, shelters and services available in Rae Lakes. The development of accommodation facilities with showers and small restaurant would service this market.</p>	<p>Revenue derived in the form of goods and services purchase from local store, proposed accommodation facilities/restaurant and purchase of arts and crafts. Local construction workers should provide the labour to erect public infrastructure.</p>

Program Title	Agency/Timeframe	Capital Costs	Benefits
<p>Learn/Observe/Experience Dogrib Adventure Travel Packages Winter -Trapline Tours</p>	<p>Gameti Development Corporation/Local tourism authority and hunter and trapper guides. Planning including human resource and marketing plan commencing Yr. 2 /Pilot program Yr. 3/ full implementation and purchase of assets (snowmobile, portable camps & kitchens, winter clothing etc.) years 4 &5.</p>	<p>Community based activity using developing local services and outposts on Faber Lake, trappers cabins or Hottah Lake Lodge. Guides to supply their own outfit as a pilot to test marketability of product. If sufficient market Gameti could purchase outfits for guide use. Trip pricing should be competitive yet reflect a reasonable return on investment. Working Capital forecast -\$14000 for assorted winter clothing and marketing aids.</p>	<p>Local labour and income benefits would be derived although the product/market development would be lengthy. With break-even at 19 clients, local labour (2 positions) expenditures would approach \$3000, while the purchase of goods and services in the zone would be \$23,000.</p>
<p>INDUSTRY SUPPORT PROGRAMS</p>			
<p>Human Resource Development Level 1 & 2 Guide Training</p>	<p>Gameti Development Corporation, Regional Tourism Officer to assess guide needs for development of Hottah Lake Lodge and community based sightseeing /sport fishing opportunities. Under current licensing arrangement for Hottah Lake Lodge 3 guides would required to service 6 guests. A labour pool of 2 trained guides to every one position would provide a suitable rotational workforce from which to develop on-going tourism packages over the five year planning timeframe. A guide training needs assessment should be conducted annually.</p>	<p>Seat costs and training allowances absorbed by CEIC</p>	<p>With a labour pool of trained guides, the community will have the human resources to develop a stronger, more credible image for its tourism industry. Client reaction to a safety conscious, trained workforce will be positive and should provide long term market benefits.</p>

Program Title	Agency/Timeframe	Capital Costs	Benefits
<p>Hospitality Management Training</p>	<p>The Gameti Development Corporation, Hottah Lake Lodge Management, proposed accommodation facilities and restaurant should be recipients of business training offered specifically to the tourism and service sector business operations. Thebacha College, FBDB and ICHRS have resources to improve business skills. Timeframe: A business training needs assessment should be undertaken in Year 1 and coordinated with the Regional Tourism Officer.</p>	<p>Cost sharing programs can be arranged between the tourism operator, CEC and GNWT.</p>	<p>Business skill development will improve community capability of controlling its own tourism development.</p>
<p>Historical Interpretive Program/Community Information Program</p>	<p>To further the development of Rae Lakes as a tourism destination for independent adventure travel canoeing market, the community council should improve the level of information, orientation and interpretive services available to markets. The Dene council should approach the Department of Economic Development and Tourism & NFVA to assist in the planning, while the Prince of Wales Heritage Centre should be contacted regarding archeological and historical assessment studies of the area. A community services and canoe route trip brochure would be of valuable service to the adventure travel market. Timeframe: Yr. 1- Planning and assessment studies ; ongoing interpretive/information material development.</p>	<p>Contact with the Prince of Wales Heritage Centre will assist in detailing study terms of reference, budgets and potential funding sources. Community service and waterway canoe route brochure costs will vary depending on style and quantity. Partial funding is available via EDA marketing program.</p>	<p>The information program will benefit the promotion of the community as a tour destination for adventure travel and general touring market segments.</p>

Program Title	Agency/Timeframe	Capital Costs	Benefits
INDUSTRY ORGANIZATION AND RESOURCE MANAGEMENT			
Tourism Awareness	Gameti Development Corporation, NFVA, Regional Tourism Officer Timeframe: Annually		Improved industry awareness focusing on benefits will help encourage local residents to enter industry careers. With the development of mining interests in close proximity to the community and agreements for employment development in that sector, it will be increasingly important for the local tourism industry to build an understanding of tourism features and benefits.
Board Training	Gameti Board in conjunction with NFVA and the RTO ROLES AND RESPONSIBILITIES: Planning - how to Develop and Effective Business Plan and Policies; Effective use of staff and consultants; Financial accountability; Controlling - How to Read Financial Statements; How to conduct effective meetings; Responding to and understanding Legal requirements; Understanding benefits of membership in N. F.V.A. and T. I. A.; Understanding the liaison function. Timeframe: Immediate	This program could be developed as part of a zone wide effort and possibly as part of the Northern Frontier Visitor's Association human resource plan. Initially however the Gameti Board may seek funding from CEIC, EDA and INAC for preliminary sessions.	Provides valuable skills for improving the efficiency of tourism businesses. Improves co-ordination within the tourism industry locally and throughout the Northern Frontier Zone.

Program Title	Agency/Timeframe	Capital Costs	Benefits
TOURISM FACILITIES/IN - FRASTRUCTURE			
Canoe Route-Community Trail/Portage Upgrade Program and Canoe Route Interpretive/Information Materials	Rae Lakes Dene Band Council to lobby NFVA re: the inclusion of the program in the Economic Development and Tourism capital plan. Program components should include charting of canoe routes, upgrading of portages and identification and interpretation of points of interest on the Camsell River. Timeframe: planning year 1 Implementation Year 2 & 3	Trail clearing and slashing \$200-\$300 km.; (forecast 50 km Faber to Hottah, at \$15@@; historical and natural environment assessment; information, orientation and interpretation brochure/trip report \$15,000 (see above historical information program.	Will enhance the community as an adventure travel canoe route destination. The economic benefit will come through the local purchase of goods and services.
Community Accommodation	Gameti Corporation in Cooperation with GNWT. Explore the option of a government built structure with a lease back option to a community agency such as the Gameti Corp. Timeframe: Planning year2, Construction year 3, Operations years 3-5	Capital Costs for 2 guest cabins \$60,000 and main lodge facility \$125,000, built from locally harvested logs.	Community would derive a construction phase labour income and employment benefit, while the accommodation facility would be the hub of tourism activity in the community.

Title	Agency/Timeframe	Capital Costs	Benefits
<p>Cabin Shelter Day Use and Overnight Accommodation Faber Lake and Clearing of Cam-sell River Channel rogram Title</p>	<p>Community council to lobby the Northern Frontier and Department of Economic Development and Tourism Timeframe: Year 1</p>		<p>Construction phase would provide community labour income and employment benefits; the infrastructure would improve the range of activities available to the traditional community.</p>
<p>Overnight and Day Use Camp - Faber Lake</p>	<p>In conjunction with the development of accommodation services in the community, a small overnight and day use picnic/campground could be established near the community. The area chosen should offer some recreation potential, good water access from Rae Lakes, be sheltered and have adequate space for outfitters to set up portable/seasonal tourist camps. The Gameti Development Corporation, Dene Council and Northern Frontier should lobby Department of Economic Development and Tourism for inclusion in the capital plan. Planning year 2</p>	<p>The Departmental Capital Planning program and DPW should have design and planning standards or access to such standards for costing these developments.</p>	<p>The park will provide opportunities to develop community based short duration and extended stay adventure travel/sightseeing tours for outfitters.</p>

develop similar comprehensive plans for future socio-economic and political initiatives.

- As a result of this plan, a specific business plan should be developed for **Hot-tah Lake Lodge**. This will allow the Gameti Development Corporation and community residents to control and monitor the development of the business.

4. RAE LAKES TOURISM IMPLEMENTATION PLAN 1989-1993

4.1 Why is the Tourism Development Plan Implementation Important?

The plan gives Rae Lakes 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 Rae Lakes 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 Rae Lakes 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 Rae Lakes 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 Rae Lakes?

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 Rae Lakes may have already been made. The Gameti Development Corporation has been active throughout and should leadership evolve from this group it will be the logical coordinating function.

Partner Identification

- Band **councillors** and members interested in tourism, joint venture partners, booking agents, art and craft producers, and the Regional Tourism Officer or designate would be excellent partners.

The First Business Meeting

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

Figure 1

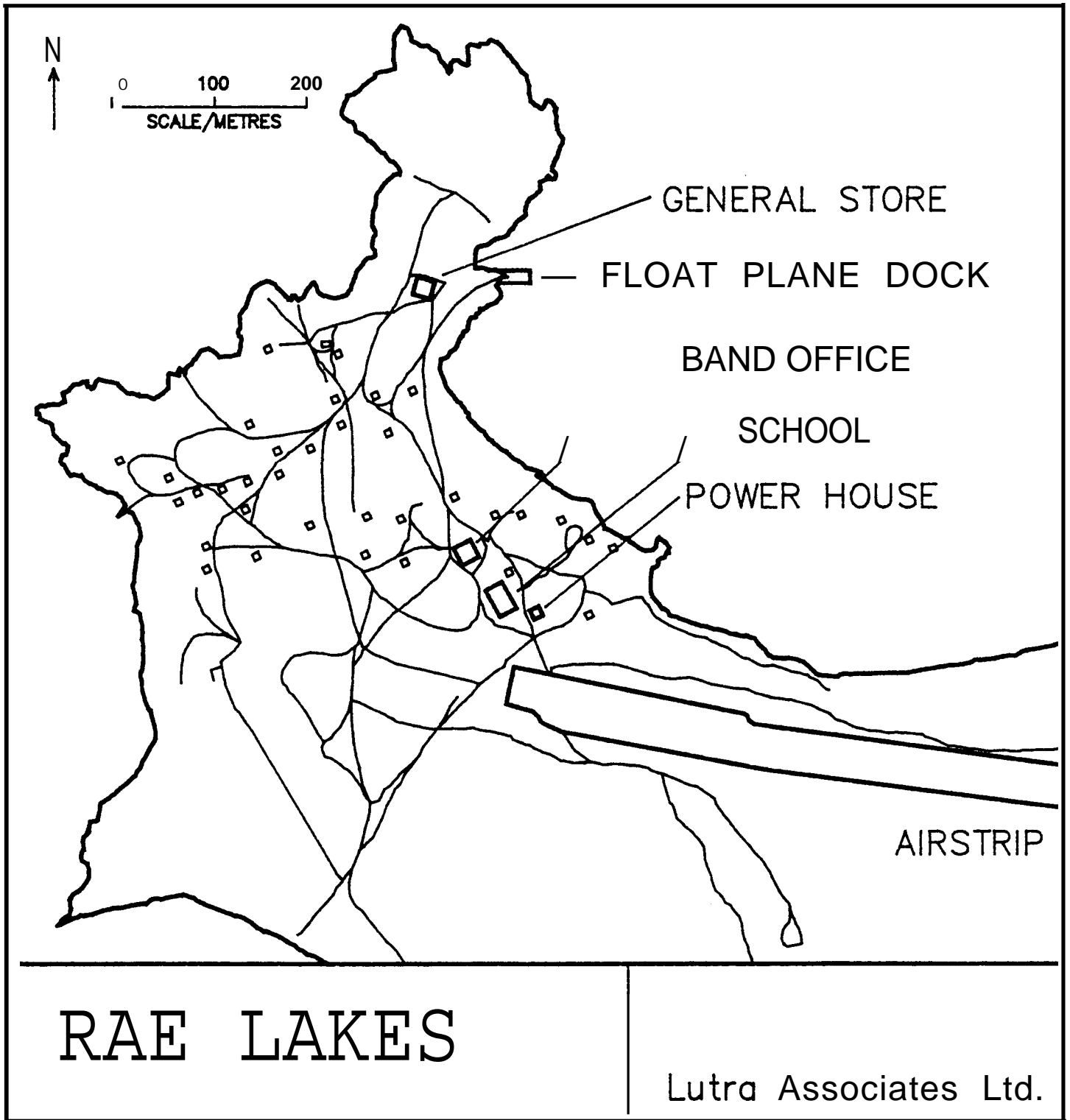


Figure 2

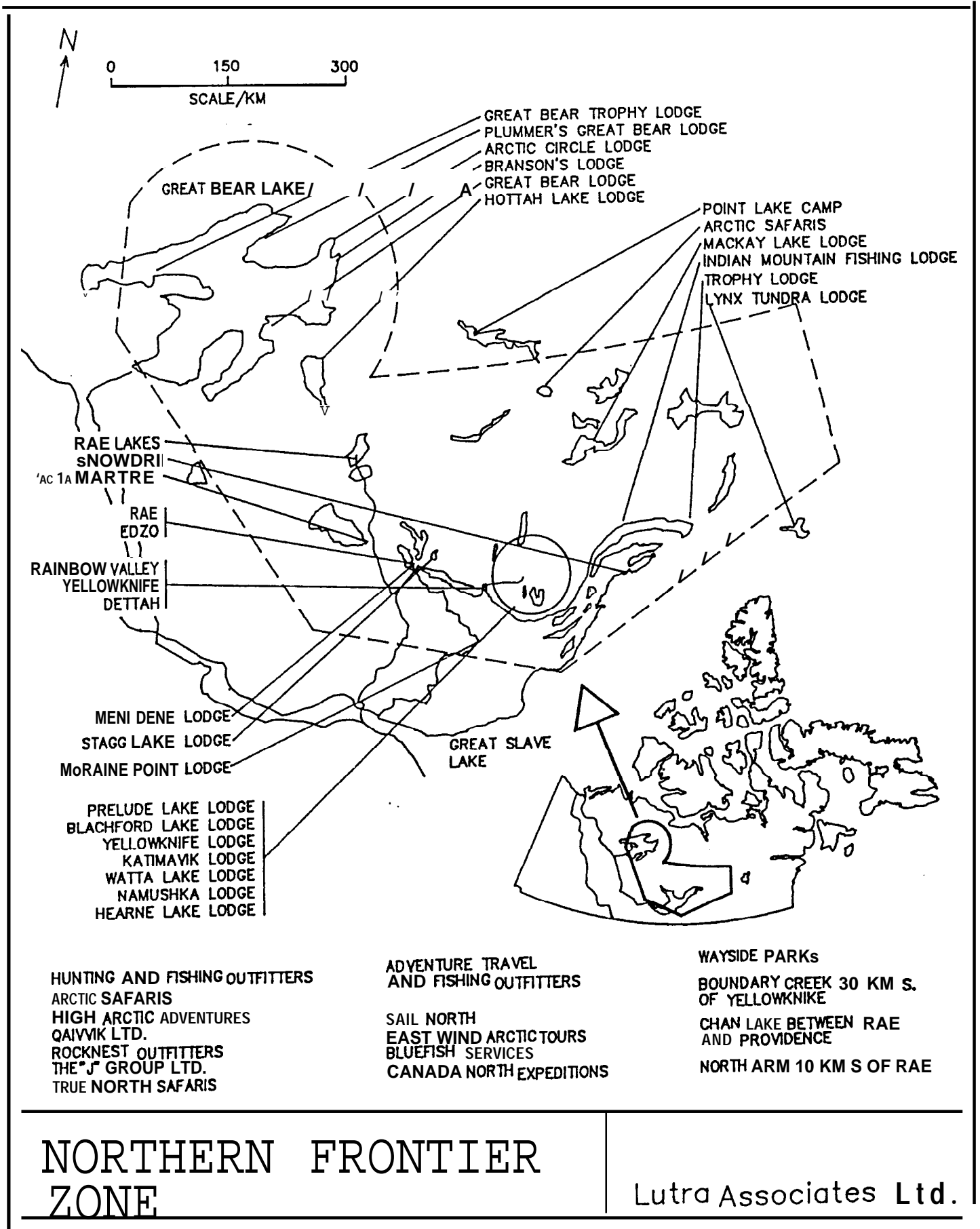
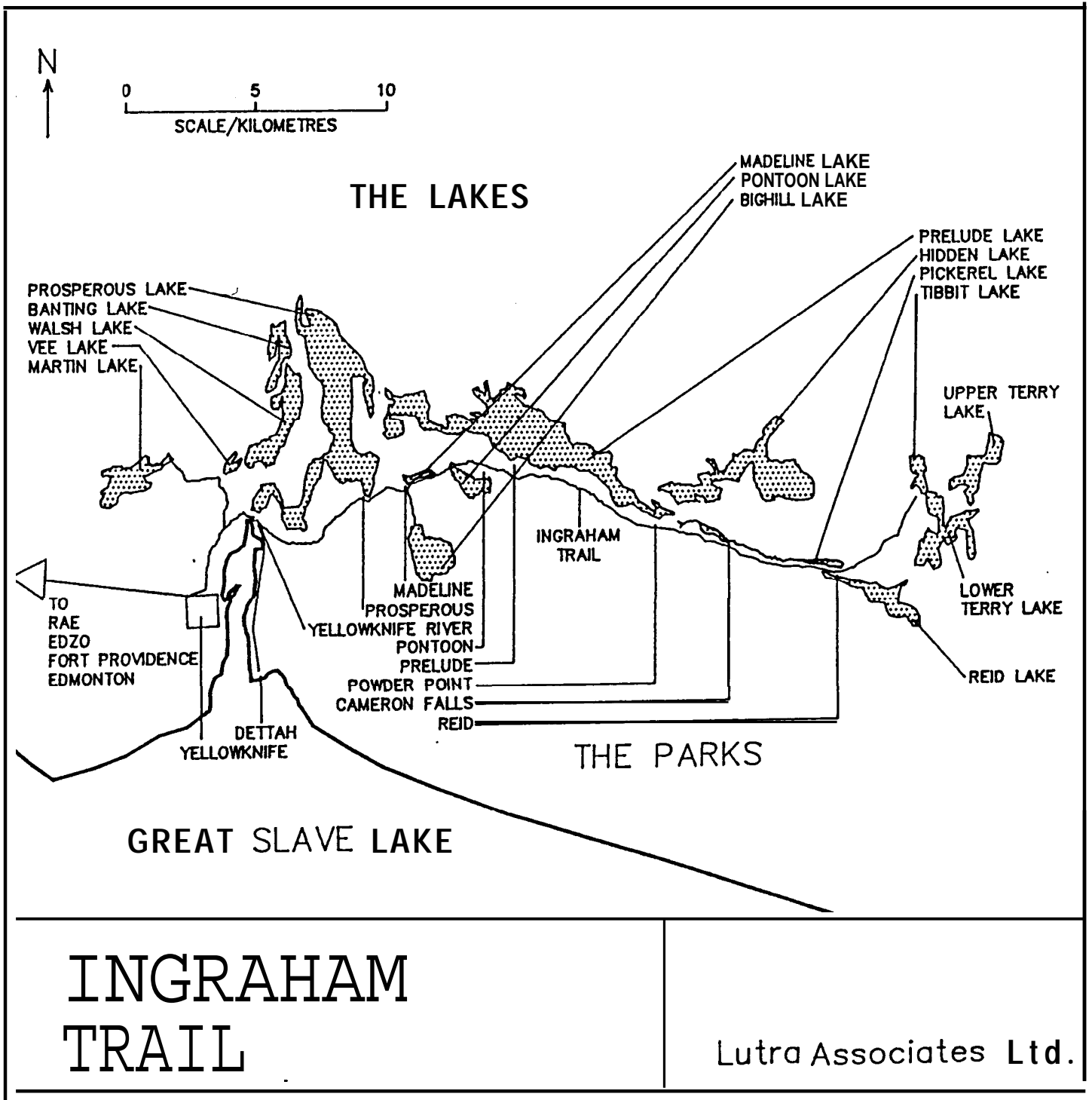


Figure 2



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

** Rae Lakes

Name: Hottah Lake Lodge	Activities: Fishing, Class B
Location: Hottdh Lake	Outfitting - Barrenground Caribou
Accessed From: Great Bear Lake	Fish: Lake Trout, Arctic Grayling,
Season: July & Aug.	Northern pike
Capacity: 8	Facilities: Boats, motors, main lodge with 3 bedrooms, privies.
	*Note: Being renovated for 1989 operation.

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

Name	Capacity	Facilities
** Rae Lakes		
Rae Lakes Transient Centre	2	Small log housekeeping cabin. cost: \$25./day

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

Name of Store	Type of Merchandise
** Rae Lakes	
Rae Lakes General Store	General merchandise

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

Name of Business	Type of Service
** Rae Lakes P. O.L. Agent	Gas and diesel sales

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

Type of
Infrastructure

** Rae Lakes	
Developable Land:	Planning is required.
Electric Power:	Capacity: Diesel - 180 kW
Airport Facilities:	853 m sand runway, no terminal building, limited maintenance. No floatplane facilities.
Road Linkage:	A winter road links Rae Lakes with Rae Edzo & Yellowknife
Water Linkage:	Access to the barren grounds, by boat/canoe to Terra Mines, via the Camsell River. The route needs to be charted.

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

Comments

** Rae Lakes
Site: Faber Lake (S.W. shore)
Significance: Natural
Good beaches

Site: Cossino, Faber, Tonggot & Lac
Sequin Lakes
Significance: Cultural
Burial grounds of spiritual
significance.

Site: Hottah Lake
Significance: Historical
Old fish camp.

Site: Beaverlodge Lake
Significance: Historical
An old uranium mine with two
crashed planes.

Site: Faber Lakes
Significance: Historical
Old, handhewn cabins with clay
fireplaces, made without nails
or modern tools.

Site: Various Waterways
Significance: Recreational/Trans .
Most rivers and lakes near the
community are used.

Site: Various Trails
Significance: Recreational/Trans .
There are numerous skidoo and
trapline trails in the
vicinity of the community

Site: Rae Lakes
Significance: Cultural
Many local women produce Dene
crafts. Gary Mantla-artist
Jim Ratratie-local drum
maker.

Site: Rae Lakes
Significance: Cultural
Feasts, drum dancing and tea
dancing are still popular in
the community.

Site: Rae Lakes
Significance: Cultural
Most residents spend time on
the land and have retained
bush skills.

Site: Rae Lakes
Significance : Cultural
Many older people know old
songs, legends and stories.

Site: Rae Lakes
Significance: Cultural
There are three dog teams in
the community.

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

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

** Rae Edzo

Name : Edzo Air Ltd. As required All communities
Travel: Between & within Planes: Cessnas.
travel zones Skis & floats.
Mode: Air
Service: Charter

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

** Yellowknife

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

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

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

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

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

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

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

Name : City Cab Co. Ltd. As required 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

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

AGENCY	PROGRAM	ELIGIBILITY	COMMENTS
MARKET DEVELOPMENT	TRAVELARCTIC TOURISM MARKETING AND COUNSELLING *Print & T.V. ads, film prod. *Trade Shows *PublicRelation Campaigns *Fan Tours for travel trade financial support to writers & photographers *Finan. Support to travel assoc. & businesses *Conducts market research & evaluation of marketing projects *Travel counseling through protection of brochures! maps posters, & promo. items *Provides travel info. & computerized listing of inquiries! response to ● ail, telephone and in person inquiries	All programs are carried out on behalf of all N.W.T. travel and tourism related business & travel assoc.	TravelArctic engages in activities to improve the image and level of awareness of the N.W.T. as a tourist destination.
T.I.A.N.W.T.	*Arctic Hotline Enquiry	Private Sector, Zones Public Sector	*every ad or commercial carried by TravelArctic's marketing program carries the toll-free Hotline no. Enquiries receive a customized information package.
●	*Consumer Show program	Licensed N.W.T. Operators & Zone Members	*target locations in Canada & U.S. offers a range of services including bookingshow 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.	Zone Operators/ Public Sector Zone Associations & T.I.A.	*Tourism Canada has representation in Trade Offices abroad and in the U.S. Reps. are available to industry.
	*Co-ordination of Media Events in Canadian Trade Centres abroad & U.S.		
	*Connection with industry market segments in Canadian Trade Centres abroad & U.S.		
	*Travelwriter credentials		
	*InternationalMarket Research Tourism Reference and Document		

PRODUCT &
FACILITY
DEVELOPMENT

EC, DEV. & TOURISM'
E.D. A.

*Project Feasibility

Individuals & tourism
business in N.W.T.

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

*Tourism Business
Development

Individuals, businesses
community based org.

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

*Tourism Related
Public Infrastructure

TIA, WA, Regional
Councils & Community
Associations

*establishment, modernization,
upgrading, expansion of tourism
related public infrastructure; UP
to 80% of eligible costs

EC. DEV. &
TOURISM, GNWT

*Product Development
Contributions
(to be discontinued in 1989)

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 NUT

*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 availabl
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 Gov.

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

AGENCY	PROGRAM	ELIGIBILITY	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(I)	Inuit, Metis, Status & Non-status Indians	*Contribution 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 & 9% 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	COMMENTS	
INDUSTRY SUPPORT & HUMAN RESOURCE DEVELOPMENT	ECONOMIC DEVELOPMENT & TOURISM, EDA	*Project Feasibility, Conceptual Design & Master Planning Studies	TIA, NFVA, Communities, and Groups of Communities	*to develop individual but co-oral. ' themes for the communities to en- hance their unique tourism attributes within a packaged product. Up to 90% of approved costs.
		(Hospitality Awareness	11A, 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 & IWIT 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. D. B.	*CASE Counseling	Entrepreneurs	*provision of business support from a pool of counselors assigned to specific business to discuss plans and provide an assessment with recommendations.

Sources:

Programs and Services Manual, 1987, Policy & Planning Division, Dept.

of Economic Development & Tourism

Grants and Loans, June 1996, Northwest Territories Culture and Communication

Booklet: 'The Native Economic Development Program: Proposal Development Guide',

1984, DRIE-14-038

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

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MARKETING STRATEGY AND PLAN

Northern Frontier
Visitors Association

June 1, 1988

Northern Frontier Visitors Association

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>Publicat i 011</u>	<u>Ad Size*</u>	<u>Insertion Date</u>	<u>cost**</u>
Field/Stream	Class/dis.	With T/A ad***	\$ 1,000. U.S.
Outdoor Canada	1/3 pg.	Fishing special	2,850.
Petersens	1/6 pg.	With T/A ad	1,425. U.S.
Cdn Geographic	1/3 pg.	Jan/Feb.	2,900.
Up here	1/3 pg.	Travel special	750.
	1/3 pg.	Fishing Special	750.
Travel/Leisure	1/6 class	TA special	3,020. U.S.
Alaska Milepost	1/3 pg.	1989 edition	1,500. 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.

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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 line with** likely local packages to be developed, the zone plans to produce three inexpensive broadsheets, **tied into the frontier theme**, which provide incentive for visitors to extend their stay, or enjoy more of the offerings of Northern Frontier. One will be geared to the aviation story of the zone, one will relate to the **geology/rockhounding/mining aspects of the zone, and one will deal with the culture/history and arts and crafts of the zone.** All will tie in closely with products where they exist and will also work as "self-guides" to the area.

Quantity

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

Distribution

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

Estimated Cost

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

No funds **are being sought through EDA** for this project

9.0 FOLDERS/SHELLS

Objectives

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

Explanation

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

Quantity

Printing quantity will be 1,500

Distribution

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

Estimated Cost

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

11.0 POSTCARD/TEASER PROGRAM

Objectives

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

Explanation

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

Quantity

1,500 cards will be printed.

Distribution

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

Estimated Cost

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

12.0 DISPLAY PANELS

Objectives

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

Explanation

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

The zone proposes purchasing a new set of panels **for the existing hardware, and incorporating its new theme, visual image into these panels.** The panels would be designed in such a way, that interchangeability would be possible. For example, two of the panels, may stress the Northern Frontier message, **whi**'e the other two are general visuals. These visuals could be changed to fishing visuals (provided by a lodge operators) or hunting visuals. This approach makes it possible for operators to tie in with the display at relatively low cost.

Usage

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

Estimated Cost

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

No funds are being sought under EDA for this project.

MEDIA 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

<u>PROGRAM</u>	<u>Applied for under EDA</u>	<u>Industry & Other Contrib.</u>	<u>Total Budget</u>
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>

NORTHERN FRONTIER VISITORS ASSOCIATION

Schedule of Contributions
to Marketing Programs

<u>PROGRAM</u>	<u>NFVA Cont.</u>	<u>Ind. Cont.</u>	<u>Other Cont.*</u>	<u>Total Cont.</u>
CONSUMER ADVG.			\$ 4,000.	\$ 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	\$3,900.	\$12,300.	\$13,500.	\$29,700.

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

PRELIMINARY TOURISM DEVELOPMENT EVALUATION CRITERIA

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

1. MARKETABILITY:

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

2. COSTS/FUNDING:

Developmental and operational costs, availability of support funds

3. PROFITABILITY:

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

4. COMMUNITY ISSUES:

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

5. HUMAN RESOURCES:

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

6. ACCESSIBILITY:

Climactic conditions, distance of resource, mode of transport

7. TIMING:

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

8. ENVIRONMENTAL SENSITIVITY:

Impacts of development to the environment

9. RESOURCE ABUNDANCE:

Traditional use of resource, longevity of resource

10. LAND USE (CONFLICTS)

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

11. IMPACTS TO ECONOMY

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

DEVELOPMENT OPPORTUNITIES	SOURCE	COMMUNITY	MARKET SEGMENT	COMMENTS
*Multiseasonal Duplex Transient Accommodation -4-6 people	Rae Band Study	Rae Lakes	Ind. Tour/Business Adv. Travel	Not implemented
*Outfitting/guiding - winter/summer sportsfishing, dog team, sightseeing)	Rae Band Study	Lac La Martre, Rae Lakes & Rae	Ind. Tour/ Business Adv. Travel	Partial Implementation
*Sport Fishing Lodge -9-12 people on Hardisty/Hottah/Faber or Rae Lake	Rae Band Study	Rae Lakes	Adv. Travel	Implemented
*Boat Tours - 13 guided day &uP to 3-5 days on adjacent rivers/lakes packaged with viewing /fishing/inter,	Rae Band Study	Rae Lakes, Rae Snare, Lac La Martre	Adv. Travel / Ind. Touring	Partial Implementation
● University of Bush -3-5 people winter/summer learn/exper. packages with range of traditional exper., culture & history	Rae Band Study	Lac La Martre, Rae Lakes, Snare	Adv. Travel Cultural	Not implemented
*Bush Vacation With Dogrib Family - small group/family experiencing cultural exchange in on-the-land setting	Rae Band Study	Lac La Martre Rae Lakes, Snare	Adv. Travel Cultural	Not implemented
*Zone Product/Facility Diversification - in lieu of developing new facilities & products for new markets, build on established product base and market awareness for new outdoor adv. travel and specialty markets. Product pckging is another means of improving the level of service for new outdoor adventure travel products.	Lutra Assoc./ D.Murray &	Zone	Adventure Travel Specialty General Touring	some zone operator: already offer a prr mix; requires licen and proper level of capitalization
*New Events - create new events in the zone such as a northern air show which would act as travel generators both into and within the zone	D. Murray & Assoc.	Zone		

INDUSTRY SUPPORT OPPORTUNITIES

INDUSTRY SUPPORT OPPORTUNITIES	SOURCE	COMMUNITY	MARKET SEGMENT	COMMENTS
*Awareness Program	Rae Band study	Rae Edzo, Rae Lakes, Lac La Martre, Snare	All markets	Partial impl.
*Legends/History Project - publications/tapes outlining Dogrib history and legends	Rae Band Study	Rae Edzo, Rae Lakes, Lac La Martre, Snare	Ind. Touring/ Adv. Travel Cultural	Partial collection
*Information Cubes/Displays - community brochures signage, indoor/outdoor display	Zone Capital Planning	Rae Edzo, Rae Lakes, Snare Snowdrift	Ind. Touring/ Adv. Touring	Partial
*Zone Canoe Routes - identify, and develop	Zone Capital	Zone	Ind. Touring/	Status unknown

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

APPENDIX D

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